

BINDURA UNIVERSITY OF SCIENCE EDUCATION
FACULTY OF COMMERCE
DEPARTMENT OF ECONOMICS



**AN ASSESSMENT ON THE EFFECTIVENESS OF TENDERING PROCEDURES ON
THE PROCUREMENT PERFORMANCE OF PUBLIC ENTITIES. CASE STUDY OF
HARARE CITY COUNCIL.**

DONE BY
HEZEL D TIGERE
B213470B

**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE BACHELOR OF COMMERCE HONOURS DEGREE IN
PURCHASING AND SUPPLY OF BINDURA UNIVERSITY OF SCIENCE
EDUCATION. FACULTY OF COMMERCE**

APPROVAL FORM

The signature of the student and supervisor below certify that they have supervised, read and recommend to Bindura University of Science Education for acceptance a dissertation titled AN ASSESSMENT ON THE EFFECTIVENESS OF TENDERING PROCEDURES ON THE PROCUREMENT PERFORMANCE OF PUBLIC ENTITIES. CASE STUDY OF HARARE CITY COUNCIL. Submitted by Hazel D Tigera B2134708, in to partially fulfil the requirements of a Bachelor of Commerce Honours Degree in Purchasing and Supply.

Signature of student [Signature] Date 06/06/2025

Signature of supervisor [Signature] Date 06/06/25

Signature of chairperson [Signature] Date 07/09/25

RELEASE FORM

NAME OF RESEARCHER: HEZEL D TIGERE B213470B

TITLE OF DISSERTATION: AN ASSESSMENT ON THE EFFECTIVENESS OF TENDERING
PROCEDURES ON THE PROCUREMENT PERFORMANCE OF PUBLIC ENTITIES. CASE STUDY OF
HARARE CITY COUNCIL.

TITLE OF DEGREE: BACHELOR OF COMMERCE HONORS DEGREE IN PURCHASING AND SUPPLY

YEAR: 2025

The Bindura University of Science Education is hereby acquiring rights and permission to print
copies of this dissertation for private or academic research usage only. Therefore, the
dissertation can be published or reproduced without the need for the author's approval.

Signed by Hezele

Date 06/06/2025

DEDICATION

To my beloved son Michael T Katapi, may this achievement inspire and motivate you to pursue your own dreams and aspirations.

ACKNOWLEDGEMENTS

I would like to express my sincere gratitude to my supervisor, Ms. E. Tapfuma for invaluable guidance and support throughout this research. I appreciate Bindura University of Science Education for providing an enabling environment and resources. Special thanks to the Harare City Council officials for their participation and my loving family for the contributions and support to the success of this study.

Above all, I thank the Almighty God for granting me wisdom, strength and perseverance throughout the research journey.

ABSTRACT

Procurement challenges, worldwide have attracted much attention from academicians, scholars and researchers due to poor procurement performance resulting from failure to adhere to proper tendering procedures and practices. The aim of the current study is to determine the efficiency of tendering procedures in public procurement performance, with an emphasis on the public organizations in Zimbabwe. Research objectives include an assessment of the extent to which supplier selection procedures, supplier relationship management, procurement planning and automation of tendering process contribute to the overall procurement performance. The research will be carried out at the Harare City Council through the use of the qualitative research method.

The researcher will use simple random sampling in choosing the study sample with the aim of having a representative population. Interviews will be used in the process of collecting data and the data will be represented in thematic maps, diagrams and narratives. The findings from the study will give insights into the effectiveness of tendering procedures in public procurement performance and the areas where improvement is needed. The results of the research will be beneficial to procurement regulatory bodies, guiding the amendments of the Public Procurement and Disposal of Public Assets Act to enhance procurement performance. In studying the impact of tendering procedures on procurement performance, the research will provide a detailed understanding of the possibilities and challenges in public procurement, which would ultimately result in improved service delivery and accountability in Zimbabwean public institutions.

Table of Contents

APPROVAL FORM	ii
RELEASE FORM.....	iii
DEDICATION.....	iv
ACKNOWLEDGEMENTS	v
ABSTRACT.....	vi
LIST OF TABLES	xii
CHAPTER 1	1
INTRODUCTION.....	1
1.1 Background of the Study	1
1.2 Statement of the Problem	4
1.3 Purpose of the Study	4
1.3.1 Research Objectives	5
1.4 Research Questions	5
1.5 Significance of the Study.....	5
1.5.1 To the Harare City Council.....	5
1.5.2 To the Bindura University	5
1.5.3 To the Researcher.....	5
1.5.4 To the Policymakers.....	6
1.6 Assumptions	6
1.7 Delimitations of the Study	6
1.8 Limitations of the Study.....	6

1.9 Definition of terms	7
1.10 Chapter Summary	8
CHAPTER 2	9
LITERATURE REVIEW	9
2.0 Introduction	9
2.1. Tendering Process in Public Procurement.....	9
2.3 General Types of Tendering	11
2.3.1. Open Tendering	11
2.3.2. Restricted Tendering.....	11
2.3.3. Negotiated Tendering.....	12
2.3.4. Single-Source Tendering.....	12
2.4. Types of Tenders and Procedures found in the PPDPA Act.....	12
2.4.1 Two-staged method of competitive bidding.	12
2.4.2 Pre-qualification in competitive bidding.....	13
2.4.3 Restricted bidding method.....	13
2.4.4 Direct procurement method	13
2.5. Invitations to Bid According to PPDPA Act	14
2.5.1. Contents and Publication of Procurement notices	14
2.5.2. Bidding Period	15
2.5.3. Bidding Documents	15
2.5.4. Submission of Bids.....	15
2.5.5. Opening of Bids	16
2.5.6. Evaluation of Bids	16
2.5.7. Evaluation of Sensitive or Valuable contracts	16

2.5.8. Contract Award	16
2.6. Positive Effects of Tendering Procedures	17
2.7. Effects of Tendering Procedures on the Quality and Delivery Services of Products and Services	17
2.8. Challenges of Tendering	18
2.9. Theoretical Framework	18
2.9.1. Tendering Theory	18
2.9.2. Game Theory	20
2.10. Supplier Selection Procedures in Tendering.....	20
2.11. Supplier Relationship in Tendering.....	21
2.12. Procurement Planning in Tendering	21
2.13. Automation of Tendering Procedures	22
2.14. Conceptual Framework of the Study.....	23
2.15. Research Gap	24
2.16. Chapter summary.....	25
CHAPTER 3	26
RESEARCH METHODOLOGY	26
3.0. Introduction	26
3.1. Research Design.....	26
3.2. Qualitative Research Approach	26
3.3. Study Population	27
3.4. Sampling Design and Size.....	27
3.5. Sampling Technique.....	27
3.6.1. Purposive Sampling.....	28

3.7. Data Collection Methods.....	28
3.7 Primary Data Collection Methods	28
3.7.1. Primary Data	28
3.7.2. Advantages of using Primary Data	28
3.7.2. Disadvantages of using Primary Data	29
3.8 Types of Primary Data.....	29
3.8.1 Interviews	29
3.8.2 Observations	29
3.8.3 Participation.....	29
3.9 Secondary Data Collection Methods.....	30
3.9.1 Advantages of using Secondary Data	30
3.9.2 Disadvantages of using Secondary Data.....	30
3.10 Types of Secondary Data	30
3.10.1 Desk Review	30
3.10.2 Document Analysis	31
3.11 Data Collection Instruments.....	31
3.11.1 Interviews	31
3.11.2 Advantages of using Interviews.....	31
3.11.3 Disadvantages of using Interviews.....	31
3.12. Validity and Reliability	32
3.13 Data Analysis and Presentation	32
CHAPTER 4	33
DATA ANALYSIS, PRESENTATION AND INTERPRETATION	33
4.0 Introduction	33

4.1 Demographics of the participants	33
4.2 Supplier Selection Procedures and Procurement Performance at Harare City Council	34
4.3 Supplier-Buyer Relationships and Procurement Performance at Harare City Council	39
4.4 Procurement Planning and Its Impact on Procurement Performance at Harare City Council.....	42
4.5 Automating the Tendering Process to Enhance Procurement Performance at Harare City Council	48
4.6 Discussion of Findings.....	53
4.6.1 Supplier Selection Procedures and Procurement Performance at Harare City Council	53
4.6.2 Supplier-Buyer Relationships and Procurement Performance at Harare City Council	54
4.6.3 Procurement Planning and Its Impact on Procurement Performance at Harare City Council.....	55
4.6.4 Automating the Tendering Process to Enhance Procurement Performance at Harare City Council	55
4.7 Chapter Summary	56
CHAPTER 5	57
CONCLUSIONS AND RECOMMENDATIONS.....	57
5.0 Introduction	57
5.1 Conclusions and Recommendations	57
5.2 Recommendations	58
5.2.1 Supplier Selection Procedures.....	58

5.2.2 Supplier Relationship	58
5.2.3 Procurement planning	59
5.2.4 Automation of tendering procedures.....	59
5.2.5 Entrepreneurial Aptitude	59
5.2.6 Suggestions for Further Studies	60
REFERENCES	61
APPENDIX.....	65

LIST OF FIGURES

Figure 1 Tendering Process.....	10
Figure 2 Relationship between variables.....	23
Figure 3: Thematic map for Supplier Selection Procedure and Procurement Performance	38
Figure 4 Co-occurrence matrix of Procurement Planning.....	47
Figure 5 Dendrogram.....	52

LIST OF TABLES

Table 3.1 Sample Matrix	27
-------------------------------	----

CHAPTER 1

INTRODUCTION

1.0 Introduction

This study highlights the extensive degree through which tendering procedures impact procurement performance as it has been negatively affected. This is achievable through the installation of e-procurement systems, clearly defined evaluation standards and enhancing transparency in awarding tenders. The council's tendering procedures comprise advertising tenders, evaluating bids and offering contracts to successful bidders. However, the procedures have been criticized as being unfair, non-accountable and non-transparent. Tendering processes are seen as the norm because of the bureaucratic methods used, the council will then end up with the wrong suppliers or shortchanging others. This is because tenders are linked with delays, corruption, and poor procurement performance of public bodies. Public procurement plays a crucial role in determining the way resources are distributed and public goods are supplied all over the world. Efficient tendering processes must be adopted in the process of attaining transparency, accountability and value for money within public procurement.

1.1 Background of the Study

Public procurement globally is a significant force behind the success in distribution of resources and delivery of public goods. Proper tendering procedure has to be employed in the process of providing transparency, accountability and value for money in public procurement. The efficacy of the tendering process in the procurement of public agencies across the globe has tried to be measured in this study. Lengnick-Hall, (2018) discovered that effective tendering process could reduce public procurement risks such as corruption and inefficiency. Ineffective procurement processes have resulted in poor formulation of tendering objectives in the developing world. The

government therefore decided to reinforce strong institutional framework as well as innovative technology in shaping tendering processes, (Arrowsmith, 2018).

International tendering processes have been maximized using cutting-edge techniques to best practice which ensure efficiency and effectiveness. For instance, the utilization of e-procurement systems has proven that tendering cycles have reduced by 50% and transparency improved by up to 80%, (World Bank, 2019). An efficient tendering process can ensure level playing field competition and innovation in public procurement according to Bovaird (2016). This will ensure there is reduced corruption and responsibly and sustainably used public funds. Singapore is a country that has successfully streamlined the tendering process utilizing a high efficient e-procurement system, (Singapore Government, 2020).

Public procurement is administered under the regulatory environment that is region-wise different but is focused on principles of transparency and fairness and competition. Region-wise public institutions are working against such typical issues as corruption and inefficiencies in making the procurement system maximize. But the Asia-Pacific region has imbibed a robust framework successfully that ensures transparency and accountability with fair competition, (Asian Development Bank, 2020).

At the national level, public institutions' procurement process is aimed at facilitating that works are efficiently carried out, effectively and in a transparent way. Tendering process in Zimbabwe is regulated by Public Procurement and Disposal of Public Assets (PPDPA) Act and Statutory Instruments (SI) legislation. But the efficiency of the tendering process can be undermined by issues such as complexity, corruption and delays because of the lack of limited capacity, weak regulation and technical constraints. In 2019 the government of Zimbabwe introduced an e-procurement system in order to improve the tendering process but the system suffered from internet connection issues and other infrastructure-related issues.

In Zimbabwe itself Harare City Council the research is specifically examining the efficiency of the tendering process by identifying problems that exist currently and seeking areas for improvement and inputs to optimize procuring performance. The tendering process is the one that hampers supply and also delivery of goods and services. It gets impacted when there is hyper-inflation wherein prices fluctuate and before tender award prices will lose value. Most of the bidders will be required to seek price variations on a daily basis and it becomes challenging in contract administration. Mahdi and Alreshaid, (2020) highlighted that Dubai Metro project was impacted by inflation and tender variation price increased with 25% from original price. It was mostly experienced in (2021-2023) the business environment was actually tough and prices of goods and services were fluctuating too rapidly. For to correct this issue procurement budget should be planned by procurement management unit in consideration of inflation rate with a goal of avoiding unnecessary rising costs.

The tender process is too long, wearisome and bureaucratic that lead to the issues like fraudulence, corruption and other unethical practices in public sector. For instance, the abandonment of the vehicles purchased for US\$3.2 million that never even reached their destination, (L Marembo 2016). The awarding of the tender of the street lights whose value amounts to US\$9.2 million not in procedural means to a local company commands, (P Dembedza 2024). This is clear evidence of corruption and poor goods delivery.

Ineffective procurement performance was brought about by the manual process, bad procurement planning and supplier relationship but technology and innovation have become driving forces for the revolution of the doing with the practice of e- procurement. The success and effectiveness of the tendering process to deliver public procurement goals are not assured since they are struggling with the successful implementation of tendering process due to insufficient capacity, corruption, procurement performance weakness and the inability to manage tendering process transparently in public institutions since they are dependent more on tenders when acquiring goods and services.

Public procurement tendering processes form part of the public financial management as they give the city an opportunity to choose the most appropriate supplier of their requirements. Effective tendering processes have a critical role in enabling the public entities to achieve value for money, fairness, accountability, transparency, and integrity as mandated by the PPDPA Act of 2018 and Statutory Instruments 5 of 2018.

However, with the existence of a regulatory framework Act and SI procurement practices within Harare City Council have been plagued by several issues such as corruption, inefficiency and lack of transparency. The council was in 2020 accused of favoritism and irregular award of tenders amounting to millions of dollars, (The Herald). These issues have been caused by poor procurement performance such as delays, cost overruns and poor quality of goods and services.

1.2 Statement of the Problem

Inefficient tendering in public procurement has affected procurement performance at Harare City Council resulting in procurement irregularities, bad delivery and corruption. The problem began to unfold during the late 2000s where sharp economic crisis and hyperinflationary rises. The changes in the legislation tried to address the problem of ineffective tendering processes by amending the PPDPA Act to improve procurement procedures and establishing the Procurement Regulatory Authority of Zimbabwe (PRAZ) to regulate and to enforce compliance with regulations and promote best practice. The utilization of e-tendering through internet-based procurement systems such as electronic government procurement (e-gp). The study seeks to assess on how to design efficient and effective tendering procedures through the betterment of supplier relationships, selection procedures, automation and procurement planning with the view to improving the procurement performance and gaining competitive advantage. The effects of failure to address the inefficiency challenge of tendering procedures in Harare City Council are inadequate services delivery and economic stagnation due to lack of transparency in procurement.

1.3 Purpose of the Study

The reasons for the research is to assess the impact of tendering procedures on public procurement performance at Harare City Council.

1.3.1 Research Objectives

1. To assess on how supplier selection procedures affect procurement performance of public entities.
2. To evaluate the extent to which supplier and buyer relationship influence procurement performance.
3. To establish the extent to procurement planning impacts on the procurement performance.
4. To automate the tendering process to enhance procurement performance.

1.4 Research Questions

1. How does supplier selection procedures affect procurement performance?
2. When does supplier relationship impact on the procurement performance?
3. In what ways does procurement planning affect procurement performance?
4. Why automating tendering process should be considered to improve procurement performance?

1.5 Significance of the Study

1.5.1 To the Harare City Council

This study will contribute to the existing literature on public procurement and tendering procedures. The findings will provide insights into the effects of tendering procedures on procurement performance which can be part of evidence to assist in the amendments that can be made in the PPDPA Act and Statutory Instruments to be better towards tendering. This will enables the council to improve procurement performance thereby enhancing transparency, accountability and compliance with regulatory requirements.

1.5.2 To the Bindura University

The research project will expand the body of materials in the library and used as source of secondary data or as reference for future studies by the university stakeholders.

1.5.3 To the Researcher

To improve the research skills and knowledge of tendering procedures in the public procurement.

1.5.4 To the Policymakers

The research recommendations will enables policymakers to improve public procurement processes by enforcing regulations, laws and policies that promote transparency, accountability and fairness.

1.5.5 To the Local Authorities

The research outcomes will help other local authorities to improve on their tendering procedures by identifying solutions to overcome similar challenges such as corruption and inefficiencies.

1.6 Assumptions

- The research results will improve the tendering procedures and enhance the procurement performance.
- The respondents will give accurate and reliable data of tendering procedures.

1.7 Delimitations of the Study

The research study was carried out in Harare City Council excluding other city councils and considering factors affecting tendering procedures in public procurement excluding other activities that may affect procurement performance. The study will also examine the tendering procedures and procurement performance over past five years (2020-2024).

1.8 Limitations of the Study

The study will be limited by the sample size or selection bias which may not be representative of the entire population of other council's involved in public procurement, since the data will be collected from Harare city only. The participants were not willing to give out all the required information due to confidentiality reasons regardless that it was of academic use.

1.9 Definition of terms

Procurement performance

The degree to which an organization's procurement process accomplishes its goals such as obtaining goods and services at the greatest available rates, quality, and delivery time. Van Weele (2010).

Public procurement

Is the process by which government agencies, municipalities, and other public bodies use public funds to purchase goods, works and services from outside sources under the guidance of public laws or Act. (OECD, 2019).

Public entity

Is an organization that is founded, owned, or controlled by the government and offers public goods and services like infrastructure, healthcare and education, (IFAC ,2019).

Tendering

The process of inviting and assessing bids from vendors or contractors to supply products, labor, or services in order to choose the best offer that satisfies the buyer's needs, (2019, World Bank).

Tendering procedures

The rules, guidelines and process that control the bidding procedures, including the creation of the tender documents, bid review and contract award, (UNCITRAL, 2019)

Procurement planning

The process of determining, evaluating and recording the needs for a good or service. (CIPS, 2019).

Supplier relationship

Is a connection or partnership between a business and its suppliers in which both sides cooperate to accomplish mutually benefits, (Monczka et al, 2016).

Supplier Selection Procedures

Is systematic the process used for evaluation and choosing of bidders who can provide the best value to the company, (Krajewski et al., 2019).

E-procurement

The process of buying goods and services over the internet using electronic methods like the internet, electronic data interchange and enterprise sourcing. (Gartner, 2019).

The Act

Public Procurement and Disposal of Public Assets Act is the law that oversees public procurement and disposal of public assets in Zimbabwe, (Government of Zimbabwe, 2018)

1.10 Chapter Summary

Literature review within this research is to research on public procurement and procurement performance research on tendering procedures on the following concepts (tendering procedures theories, supplier selection procedures, procurement planning, automation of tendering procedures, procurement contracting and supplier relationship management. The reviewed literature is from journals, research projects of the same objective and online journals

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

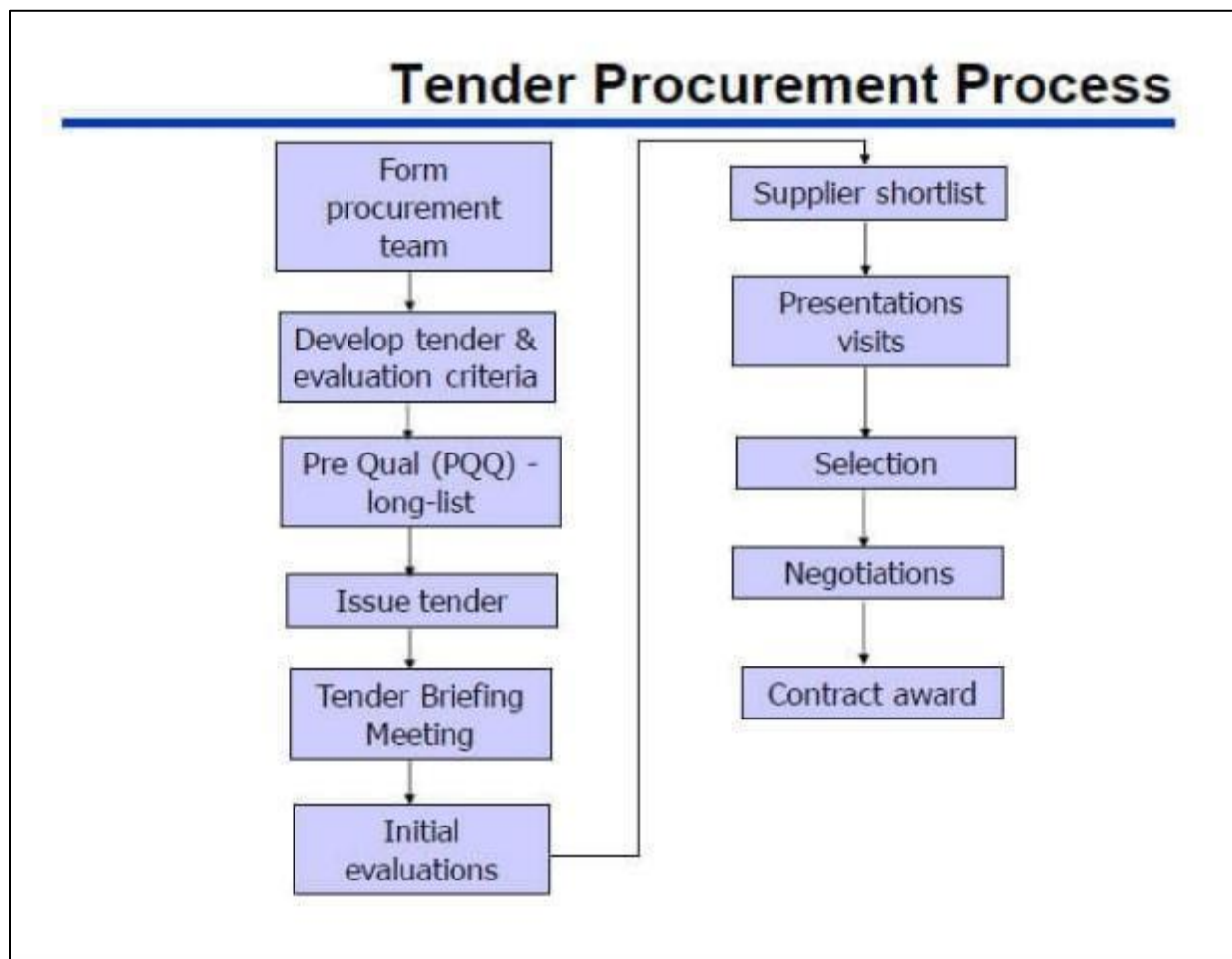
Literature review of this study attempts to explore existing literature on public procurement tendering procedures and procurement performance based on the following concepts (theories of tendering procedures, supplier selection procedures, procurement planning, tendering procedures automation, procurement contracting and management of supplier relationships. Academic journals, academic projects with similar aim and electronic journals are the sources of the reviewed literature.

2.1. Tendering Process in Public Procurement

The act of inviting and assessing tenders from suppliers or contractors to provide goods works or services with the aim of acquiring the best tender that will satisfy the buyer's needs is known as tendering, (World Bank, 2019). Tendering, according to Mantzaris (2014), is a process of inviting and assessing tenders from a potential supplier in answer to a contract notice by a public entity for the supply of goods, services, works and utilities. Tendering is an invitation and assessment of tenders from the suppliers to provide goods and services, (CIPS). It is for the current research that tendering is utilized as a method of procurement calling for potential supplier and contractors to submit formal tenders for the supply of goods and services. Tendering process is a central core process which has an impact on the overall performance of procurement processes.

Tendering process the sanctioned document of the tender entitled Standard Bidding Document (SBD) is published in the gazette, national newspaper and internet page of the procuring entity.

The range of goods and services offered through the process of tendering are suppliers, construction works and services (consultancy and non-consultancy). Steps included in the process of tenders are as follows from procurement team, prepare tender and evaluation criteria, PQQ long list, invite tender, tender briefing meeting, initial examination, supplier shortlist, presentation visit, selection, negotiation and contract award, (Rasheed, 2015).



Source Rasheed (2015)

Figure 1 Tendering Process

2.2 History of Tendering in Public Procurement

Public procurement tendering started from ancient civilization (3000 BC-500 AD) in countries like Egypt, Greece and Rome. Then it continues through generations which are middle ages (500-1500 AD), modern age (1500-1800 AD), Industrial revolution (1800-1900AL AD), 20th century (1900-2000 AD) and digital age (2000 AD- present), (World Trade Organization). PPDPA of 2018 section 4 of the act has objectives that reflect the objectives of tendering such as ensuring transparency, accountability, fairness and competitiveness. The tendering process was designed to enable the purchasing organization to select suppliers with the right price and appropriate quality standards, (Musanzikwa, 2013). The former Act was mostly banking on the lowest price being given to the supplier but the new updated Act 2018 set it straight by allowing the bodies to look out for other demands such as quality, design and delivery services. Effectiveness of tendering is influenced by act aims, organizational culture, procurement policy, resources available and market environment.

2.3 General Types of Tendering

2.3.1. Open Tendering

This is where tender bids are advertised to everyone and interested potential suppliers will submit bids and it promotes competition. The process is transparent, competitive and fair as it allows wide range of suppliers. The tender bids are evaluated and awarded to the winning bidders, Rasheed (2015). However it is time consuming as it may attracts unqualified bidders and can lead to process delays.

2.3.2. Restricted Tendering

This when preselected or pre-qualified suppliers are invited to submit bids and competition is reduced as it restricts other suppliers. It involves two stage procedure, the first stage suppliers complete a Pre-qualification Questionnaire (PQQ) and a shortlist of suppliers is produced based on PQQ, then the suppliers receive and submit the tender documents. The tenders are evaluated

and awarded to the winning supplier. It reduces the administrative cost and promotes quality over price as well since it focuses on targeted suppliers.

2.3.3. Negotiated Tendering

This is where the buyer negotiates the terms and conditions of the contract with a single or limited number of suppliers. It is more flexible, promotes buyer and supplier relationship and better value for money as it allows tailored solutions. However it may lack transparency and lead to higher cost due to lack of competition with other suppliers.

2.3.4. Single-Source Tendering

This is where the buyer approaches a single supplier usually due to their unique products or services. It promotes strong collaboration, flexible and tailored solutions.

2.4. Types of Tenders and Procedures found in the PPDPA Act

2.4.1 Two-staged method of competitive bidding.

Section 31(2) of the Act provides for such a tender process where the buying entity engages in negotiations with any bidder whose offers are responsive to the specifications contained in the call for proposals document. The objective of the process is to get to know the offers, know what amendments are required to make them acceptable, and know if the bidders are willing to so amend them. Following the principle stage process under subsection (1) of the Act, the procurement and the buying component is to some extent determined by the minutes of such a meeting. Under the Act, the public entity has the right to reject bids that are significantly non-responsive due to a myriad of defects or that cannot be adjusted to meet at least the minimum requirements outlined in the tender criteria document. Bidders are invited to submit their final offers with prices following the revised offering reports in the concluding stage of the two-phase method. Accepted offerings at the concluding stage will be evaluated and compared based on understanding and the retested reports.

2.4.2 Pre-qualification in competitive bidding.

The procurement process should be extremely complex, technical, and require a special methodology or design that is when the pre-qualification tender process can be used. The type of bid process is expensive, time-consuming, and tend to discourage bidders' competition. All the potential tenderers will be required to be invited for pre-qualification, and bidders will be required to reply in writing with documentation. According to In terms of section 41 of the Act, a purchasing organization shall reply to any request for clarification of the pre-qualification document as soon as reasonably possible, as per www.parlzim.gov.zw. Pre-qualification evaluation will determine if the applicants have the technical expertise and resources required to complete the procurement contract. The procurement procedure of the contract will only enable pre-qualified bidders to bid. At any time before award, the purchasing organization may request the bidder to reconfirm its recommendations in conformity with the same pre-qualification criteria; any bidder that does not do this will be disqualified.

2.4.3 Restricted bidding method

Use of restricted bidding procedure where a procuring entity makes use of the Authority's standing list in accordance with a section for procurement under the restricted bidding procedure, registered bidders shall have the presumption of suitability under subsection (3). The Authority will endorse the standing if the criteria used were consistent with the Act, and the procuring entity will advertise in the gazette, and up to one national newspaper, and where practicable on the Authority's or procuring entity's websites.

2.4.4 Direct procurement method

The procuring entity will prepare a proposal stating the need for the procurement, any special conditions of its quality, quantity, delivery terms, and conditions, and the period during which the bids are to remain valid, such period being not less than sixty days. Sufficient time of duration is generally allowed to the bidder to prepare and submit his bid. The bid is to be examined to determine that it is in compliance with the terms and specifications of the document. The Act provides that this type of tendering process is the only one where negotiation is allowed; if the

procuring bodies feel that the price bid is not appropriate, they may call the supplier to the negotiating table to consider the pricing.

2.5. Invitations to Bid According to PPDPA Act

A procuring entity shall invite bids through:

- a. The publication of a bidding document; or
 - b. From all bidders on the list of pre-qualified bidders, where pre-qualification is used; or
 - c. From all bidders on the standing list of qualified bidders established in accordance with section
- Local tenders under this Act shall be made available for twenty (20) days and international tenders for forty (40) days. These time frames provide bidders with adequate time to sort through the government gazette and widely distributed newspapers like the Herald, Newsday, and Sunday Mail will be used to advertise invitations to competitive tendering. Public entities are required by the Authority to create websites for their entities where they can publish tenders in order to tender on the websites. Upon input from the user department on technical specifications, the Procurement Management Unit will come up with a strong tender document that is free from bias and equal to all potential bidders.

2.5.1. Contents and Publication of Procurement notices

A bidding document containing the procuring entity's invitation to bid or, as the case may be, invitation to prequalify shall contain the following information:

- a. The identity and address of the procuring entity and the contact details of the person from whom further information can be obtained.
- b. Description of the procurement, including the place of delivery of goods or services, the location of any construction works and the time within which the procurement requirement is to be provided.
- c. How the bidding documents or, if applicable, the prequalification documents may be obtained and the price, if any, payable for them.
- d. The place at which and the time within which bids or applications to prequalify must be submitted.

2.5.2. Bidding Period

The bidding period shall commence on the date on which the bidding document is published in the Gazette and shall end on the date specified in that document or in a subsequent notice as the closing date for the submission of bids.

2.5.3. Bidding Documents

For the purposes of any procurement, a procuring entity shall use the prescribed standard bidding documents, including any manuals or guidelines pertaining thereto that may be issued by the Authority. A procuring entity shall ensure that its bidding documents are ready for distribution before the publication of the invitation to bid and shall provide them, promptly and without discrimination.

2.5.4. Submission of Bids

A procuring unit is ordered to state in the Standard Bidding record the spot for, date and time for due date for the submission of tenders.

- a. Bids and applications to pre-qualify shall be submitted in writing, duly signed, before the end of the bidding period or, as the case may be, before the date stated in the invitation to pre-qualify as the date by which applications to pre-qualify must be submitted.
- b. Bids and applications to pre-qualify may be submitted to the procuring entity by hand or by post or by courier, at the option of the bidder:
- c. Where a bid or application to pre-qualify is received by the procuring entity after the deadline specified in subsection (1)
 - i.) If the bid or application is received in electronic form, the procuring entity shall not consider it.
 - ii.) If the bid or application is received in hard copy, the procuring entity shall not open it but instead shall permit the bidder to collect it within thirty days after the deadline.

2.5.5. Opening of Bids

- a. At the end of the bidding period, or as soon as possible thereafter, a procuring entity shall, at the time and place specified in the bidding documents, open all the bids it has received.
- b. The opening of bids shall be conducted in public and the procuring entity shall invite bidders or their representatives to witness it.

2.5.6. Evaluation of Bids

- a. Having examined the opened bids in terms of section 47 and obtained any necessary clarification in terms of section 48, the procuring entity shall proceed to evaluate those that have not been rejected, in order to provide an equal basis for comparing them.
- b. The evaluated bids shall be determined by price and other non-price factors.

2.5.7. Evaluation of Sensitive or Valuable contracts

After the evaluation of bids, if the PMU considers that the procurement requirement is in question especially sensitive or valuable contracts it shall be submitted to PRAZ for review by the Special Procurement Oversight Committee (SPOC)

SPOC comprises of the following:

1. Attorney General
2. Accountant General
3. Principal Director Public Works and
4. The Chief Executive Officer of PRAZ will provide secretarial role to the Committee and at the invitation of the Chairperson of the Committee, the CEO of PRAZ shall attend any meeting of the SPOC.

2.5.8. Contract Award

Having evaluated the bids, a procuring entity shall award the procurement contract to the bidder that:

- a. Have the lowest bidder who satisfies the price and non-price requirements outlined in the Standard Bidding Document will be given the procurement contract by the procuring entity when the bid review is complete.
- b. Provides the most cost-effective tender
- c. All bidders who took part in the tender must be aware of the notification of award, which includes the contract price and the suggested successful bidder.
- d. The notice period must be followed by at least fourteen days before the contract is signed.

2.6. Positive Effects of Tendering Procedures

PPDPA Act of 2018 allows the procuring entity to consider other factors such as quality, delivery services, compliance and not only price in identifying the best bidder. This promotes competition among suppliers since they desire to provide best and enhanced services. Promotes transparency since the invitation to tender documents are standardized which allows all bidders to have an equal chance to win the contract

2.7. Effects of Tendering Procedures on the Quality and Delivery Services of Products and Services

Tendering creates competition among the suppliers and it forces them to improve the quality of their product and delivery service. Quality refers to the degree to which a product is fit for the buyer's expectations and specifications. Quality issues are taken into account while determining best supplier and those who fail to meet minimum level are rejected because they compromise on quality. Tendering Procedures allows the buyers to include quality assurance mechanisms such as testing and site visits in order to ascertain that products meet required standards. However, quality inspection is a lengthy process that can lead to delays in delivery of goods and services. It added that high-quality products are expensive and some bidders might quote high prices on low-quality products.

2.8. Challenges of Tendering

Due to poor technological innovations and controls, the tendering processes are negatively affected by complexity and time-consuming as they go through multiple stages before contracting awarding. Corruption and unfair competition as some of the bidders bribe the procuring entity or other unfair means used to acquire contracts such as bidders are offered preferential treatment and insider tips.

2.9. Theoretical Framework

This study is guided by the tendering and game theory and it states their relevance to the evaluation of the tendering in public procurement.

2.9.1. Tendering Theory

The theory was introduced as early as 1956 when Lawrence Friedman wrote an article, "A Competitive-Bidding Strategy", in Operations Research journal quoted by Urquhart and Whyte (2018). Tendering theory is a collection of principles or the framework for describing the tendering process, its dynamics and strategies. The theories are the blueprints or organizations on how to purchase goods and services which is the formal process of inviting bids for any intended project. The most fundamental factors considered in tendering theory are bidding strategies, factors of evaluation, type of tendering, legal and ethical considerations.

Tender theory also speaks about principles and concepts that guide the process of soliciting bids and offers from possible contractors or suppliers for a given project or service. It involves a fundamental set of concepts and reasoning that is intended to make procurements efficient, just, and transparent. One of the elementary concepts of tender theory is the philosophy of fairness and equal opportunity. All suppliers regardless of its size or standing should be accorded equal opportunity to offer a bid for a contract, in line with the philosophy of fairness. It is to ensure good competition between bids and eliminate bias.

Tender theory attempts to improve bid quality by creating a level playing field that will ultimately prove most advantageous to the procurer in terms of maximizing value for money. Transparency is another fundamental characteristic of tender theory. The openness and transparency of the tendering process so that everyone knows how decisions are made and on what the bids are assessed is referred to as transparency. It is critical in maintaining accountability within the procurement process and instilling confidence among suppliers. Transparency also enables suppliers to make an informed decision whether or not to tender, on the terms of the contract and likelihood of success.

Transparency is another one of the inherent principles of tender theory. Transparency is used here to describe the openness and clarity of procedure of a tendering exercise so that all concerned stakeholders are informed as to how and on what basis decisions are to be made and bids to be assessed. Transparency is essential to the accountability of the procurement exercise and to suppliers' trust. Transparency enables suppliers to make a fully informed choice to bid for or not bid for a tender based on what is needed in respect to a contract and the potential for winning.

Efficiency is among the strongest arguments for tender theory. Tendering can minimize procurement time and expense through evaluating bids based on established procedure and criteria. This can help suppliers and procurers alike through streamlined procedure and communication. Good tendering also prevents disagreement and delays caused by improper or inconsistent methods of evaluating bids. The pre-qualifying requirement for suppliers prior to issuing them an invitation to bid is just one instance of tender theory in action. Procurers can guarantee that only qualified bids enter the tender through setting firm conditions for suppliers, such as financial solidity, previous expertise, or technical capacity. This effectively provides a more effective and streamlined purchasing outcome through improved quality bids and easier examination.

2.9.2. Game Theory

This theory involves situation with two or more participants which is relevant to the study which evaluates the tendering processes with many suppliers who compete in public procurement, (John von Neumann and Oskar Morgenstern, 1994).

How to Apply Game Theory in a Tender Process:

1. Analyze the Competition

Identify key competitors, assess their strengths and weaknesses and understand their likely bidding strategies.

2. Set a Reserve Price

The buyer can set a minimum acceptable price to protect against excessively low bids that might indicate poor quality or lack of sustainability.

3. Design the Auction Format

Carefully choose the auction type (e.g., sealed bid, reverse auction) depending on the desired outcome and market dynamics.

4. Signal Your Intentions

The buyer can strategically communicate their priorities and evaluation criteria to influence bidder behavior.

5. Consider the "Winner's Curse"

Be cautious of bidding too aggressively and potentially winning a contract at a price that is not profitable due to overly aggressive bidding from other competitors.

2.10. Supplier Selection Procedures in Tendering

The efficiency of public organizations in the modern era of procurement is dependent on how they choose the suppliers. There are several unavoidable and unpredictable factors attached to the process of choosing the suppliers that make it highly risky and complicated. These are political favor, nepotism, favoritism and policies of trade and rules. In regards to the national procurement rule in Zimbabwe they engage with the pre-qualified or approved suppliers through varied means. The PRAZ registers the suppliers to be eligible to participate in tendering and holds a list printed in the gazette to all procuring institutions.

Importance of Supplier Selection

1. Efficient supply chain
2. Cost savings
3. Offers on time delivery

2.11. Supplier Relationship in Tendering

Supplier relationship is the connection between buyer and supplier and it involves building and maintaining a mutual benefit to achieve common goals and objectives. Types of supplier relationship are transactional, collaborative, partnership and strategic. Strong relationships with suppliers can lead to better quality products, reducing defects and improve delivery performance. However weak relationships can lead to poor quality and increased costs.

Importance of Supplier Relationship

1. Improves quality
2. Reduce risk
3. Increase innovation

2.12. Procurement Planning in Tendering

Procurement planning is defined as the process used by both public and private companies to plan and budget for procurement activities for a certain period, (Agaba& Shipman 2007). The Zimbabwean procurement policy states that procuring entities need to plan their procurement with a view of achieving maximum value for public expenditure and only budgeted goods, works and services must be executed, (www.parlzim.gov.zw 2018). The Act also states the steps to be taken by public entities which are annual procurement plan, individual procurement plan and planning for shared procurement.

1. Annual procurement plan refers to a list or budgeted procurement for goods and services for the company for the financial year and it is approved by the PRAZ.
2. Individual procurement plan is an addition to the annual procurement plan detailing the individual procurement in accordance with the model of the authority.

3. Planning for a shared procurement this is when public entities with similar procurements have to together and make procurement arrangements in terms of PPDPA Act 2018 section 19.

Importance of Procurement Planning

1. Improve service delivery and procurement efficiency
2. Enhances transparency and accountability
3. Ensures compliance

2.13. Automation of Tendering Procedures

The use of technology had greatly improved the functionality of government department in developed countries. Automated tendering procedures through e-procurement systems enhances accountability, transparency and non-value added cost of traditional procedures thereby reducing process cycle time. E-procurement is the procurement of goods, works and services through internet based information technology. (www.parlzim.gov.zw 2018).

Importance of Automation

1. Increase efficiency
2. Improve accuracy
3. Enhance customer satisfaction

The Relationship between Automation of Tendering Procedures and Procurement Performance in Zimbabwe

The aim of the relationship is to enhance the public procurement mechanism for achieving transparency and accountability as well as value for money. The Zimbabwean government has adopted an electronic procurement mechanism and is known as electronic government procurement or e-gp. Despite the fact that Zimbabwe has been using e-gp for public procurement, they are finding it difficult to overcome circumstances like corruption and manipulation during tenders. In order for them to do so, they must continue to invest in its e-procuring infrastructure and promote culture of transparency and accountability

2.14. Conceptual Framework of the Study

The conceptual framework provides a good visual representation of the relationship among variables. The independent variables for this research are those influencing tendering processes and they are supplier selection processes, supplier relationship, procurements planning and automation of tendering processes. Procurement performance (efficiency, cost-effective, productivity, quality, value for money, stakeholder satisfaction, conformity to regulations and policies of processes) as dependent variable. Figure 2.2 below shows independent variables and dependent variable's relationship.

Independent variables

Dependent variable

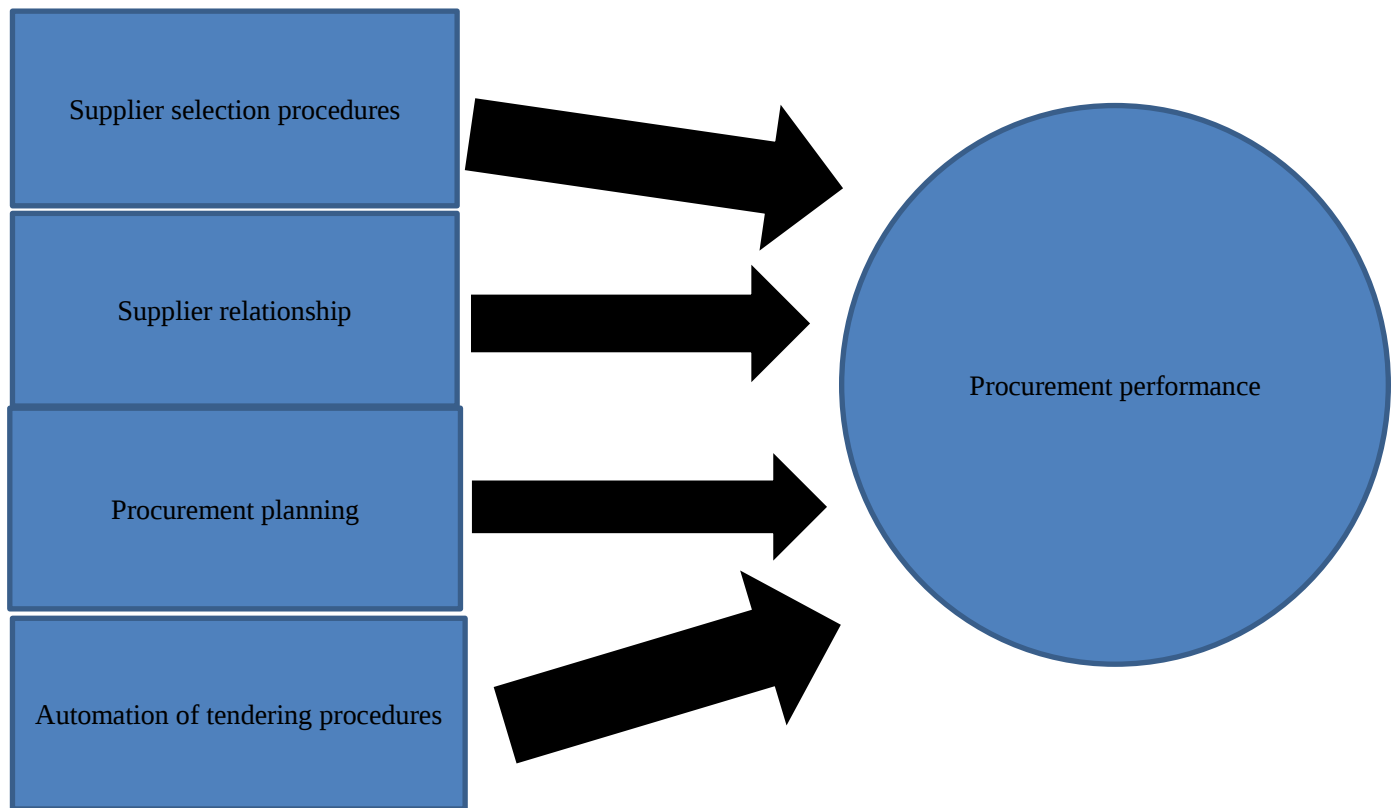


Figure 2 Relationship between variables.

Procurement performance has also been impacted by the practices used to identify suppliers, particularly since the new Act and General Regulations disallow Public Entities from registering suppliers on their own behalf and instead require them to use a compiled list to be developed by PRAZ. With respect to registering briefcase suppliers, the gazette supplier registration list also has its drawbacks, and on most occasions, when delegated the tasks or items to supply, they fail. Suppliers will only deliver if scrutinized and checked up on at the procuring body level, bringing reasonability and sobriety to the process of selecting suppliers. Preparation for purchasing is a vital component of public agencies, and as some experts have said, unless you prepare, then you're preparing to fail.

Orders and tenders are executed better and efficiently if procurement planning is properly achieved. An effective tendering should not be marred by poor procurement strategy. Automation can handle and process large amounts of information at high speed and objectively, it would be improving the effectiveness and efficiency of tendering processes. Preparation by hand is prone to human faults and subjectivity, unlike its computerized equivalent. Procurement contracts influence the performance of public bodies that have to be administered and tracked to guarantee amiable relationships between the contracting parties. Since it impinges on delivery and ultimately relations, supplier relationship management is a significant component of the efficiency of public bodies' procurement. A win-win situation in procurement negotiations requires establishing cooperation and alliance partnerships.

2.15. Research Gap

Tendering procedures are extensively regulated and tracked in Zimbabwe. They are regulated to promote openness, equity, accountability, and foster trust in the public sector. The main objective of the Public Procurement and Disposal of Public Assets Act [CAP 22:23], according to www.parlzim.gov.zw, is to provide for procurement being undertaken in a manner transparent, fair, honest, cost-effective, competitive, and non-discriminatory against bidders. Aliza et al. (2011) believed that there is a system of governance that ensures transparency and accountability in the decisions that are made in the award of contracts to the most appropriate contractor.

They are issues brought about by ineffective processes and corruption in public institutions. Klakegg et al. (2008) believed that poor procurement procedures and practices in public organizations lead to corruption and other problems, which consequently affect the procurement performance of public organizations. The majority of public procurement researchers in Zimbabwe, particularly other researchers they, were tending to discuss the challenges and scrutiny of public procurement procedures in general but were not concentrating on the consequences of tendering procedures on public procurement performance.

2.16. Chapter summary

This chapter provided a literature review for the sake of identifying knowledge gaps for the context of tendering processes in a Zimbabwean context. Other writers have proposed procurement methods as a way of enhancing tender processes in the public domain. Having viewed what other writers have presented about tendering processes, it is now of prime significance to outline and explain how data can be collected from the studied population. The subsequent chapter will address research methodology

CHAPTER 3

RESEARCH METHODOLOGY

3.0. Introduction

This chapter show's procedures that will be used to simplify the study's implications. Research design, study population, sample size, sampling methods, data collection tools, validity and reliability of research instruments, data gathering procedures, data processing methods and ethical considerations.

3.1. Research Design

The study will use qualitative research approach which involves collecting and analyzing non numeric data through text, images and observations for example interviews, case studies and content analysis. Both primary and secondary methods of data collection are to be used through the following strategies interviews, observations, participation and document analysis. The researcher is going to use interview questions guide as an instrument of data collection.

3.2. Qualitative Research Approach

This study adopts a qualitative research approach because it allows for in-depth exploration, detailed data of the experiences and perceptions of individuals involved in tendering procedures in local authorities. Qualitative research is an approach of research methodology used to analyze non-numerical data of a particular phenomenon. Unlike quantitative methods, qualitative research captures the subtleties of human behavior and decision-making, which are essential for understanding the impact of tendering process and contribute to the study's validity and reliability. By collecting and analyzing non-numeric data through text, images, and observations, this study can provide a rich and detailed information which is useful in understanding of the effectiveness of tendering procedures in procurement performance.

3.3. Study Population

Population is the big group of humans or objects that are subject of a scientific inquiry and share comparable factors, (Agarwal 2009). Target population is 50 in this study the target population PMU, evaluation community, suppliers and user departments of Harare City Council and PRAZ officials.

3.4. Sampling Design and Size

Sampling is a process of selecting a representative group from the population or a number of people who take part in the research and selected using a systematic form. The sample size of 25 individuals were drawn from a target population by using a purposive sampling technique.

Table 3.1 Sample Matrix

Categories	Population	Sample 25 (half of total population)	Percentage %
PRAZ	20	10	40
Harare City Council	30	15	60
Total	50	25	100

3.5. Sampling Technique

The research will utilize purposive sampling, a form of non-probability judgment-based sampling wherein allocation of the sample is not random but is done based on handpicking participants. This will allow the research to purposefully select the participants with needed expertise and experience in order to provide informative data. The research will easily identify and select respective respondents and target them.

3.6.1. Purposive Sampling

Purposive sampling, as noted by Creswell (2014), is a technique whereby participants are selected based on expertise, experience, or knowledge regarding research issues.

Using non-probability sampling technique called purposeful sampling, participants are chosen based on specific variables or traits that are desired for the research endeavor. Purposive sampling entails choosing participants that possess specific qualities or traits that are necessary for the research. Purposive sampling is a research sampling technique that is common in qualitative research, whereby rich and in-depth information is collected from a homogeneous and small group of participants.

3.7. Data Collection Methods

The researcher use both primary and secondary data to gather information for verification purposes and utilize the strengths of each to provide improved and more accurate insight into the research focus.

3.7 Primary Data Collection Methods

3.7.1. Primary Data

According to Saunders et al. (2016), primary data is the information that is collected specifically for the research project at hand through surveys, interview, observations and it increase validity, reliability and credibility.

3.7.2. Advantages of using Primary Data

1. It comes directly from the source, minimizing the chance of mistakes or prejudices.
2. Primary data is customized to fit the particular research question or goal, guaranteeing that the data is relevant and fulfills the research requirements.
3. It offers current information, enabling researchers to stay current with trends and events and aiding in making well-informed decisions and conducting research effectively.

3.7.2. Disadvantages of using Primary Data

1. It can be a time-consuming and costly process that necessitates a substantial amount of resources and work.
2. There is a risk of bias and inaccuracies in primary data collection, especially if the methods used are flawed or the sample size is limited.
3. Collecting primary data can be difficult, particularly when studying sensitive or hard-to-reach groups, potentially impacting the applicability and credibility of the results.

3.8 Types of Primary Data

3.8.1 Interviews

Conducting semi-structured interviews for rich and detailed information from key informants such as procurement officials, members of the tender committee, and suppliers about their experience and views. The method encourages a discussion style, where informants can express ideas as well as provide context that is not possible in more structured modes of interview.

3.8.2 Observations

Carrying out participant observation during tender opening and evaluations gives first-hand data regarding actual practices and dynamics. This way, the researcher observes firsthand data, behavior, interaction and issues faced by participants and understands well about actual practices and procedure followed in public organizations.

3.8.3 Participation

The researcher will gain more insight into decision-making and tendering processes through attending committee meetings and committee-related meetings. Attending these will allow participants to form a rapport and, therefore, answer questions more honestly and openly during interviewing.

3.9 Secondary Data Collection Methods

According to Carswell, (2014), secondary data is the information that have been previously collected for future use and it offers contextual understanding.

3.9.1 Advantages of using Secondary Data

1. It is a cost-effective and time-saving method since it does not require collecting data from scratch, reducing the use of resources and energy.
2. Secondary data offers a wide range of perspectives by allowing researchers to access a large pool of information from different sources like academic journals, government reports, and online databases.
3. Utilizing secondary data enables researchers to expand on existing knowledge, making it easier to validate and compare findings, ultimately contributing to the advancement of research in the respective field.

3.9.2 Disadvantages of using Secondary Data

1. Secondary data may be outdated, inaccurate, or incomplete, which can compromise the validity and reliability of the research findings.
2. Secondary data may not be relevant to the specific research question or objective, requiring researchers to adapt or modify the data, which can be challenging.
3. Secondary data may be biased towards the original researcher's perspective or agenda, which can influence the interpretation and conclusions drawn from the data.

3.10 Types of Secondary Data

3.10.1 Desk Review

A literature review of books, journals, and policy documents establishes a strong theoretical framework and situational background. It helps in the identification of knowledge gaps in the current literature and narrows down the study by ensuring that it is well-informed by what has already been researched. It also provides bases for understanding the context of tendering processes in Zimbabwe's.

3.10.2 Document Analysis

Review of tender documents like PPDPA Act, tender notice, bid documents, and contract awards provides vital information on the formal aspects of the tender process. This method enables the researcher to measure conformity to rules and understand determinants that influence tender process.

3.11 Data Collection Instruments

3.11.1 Interviews

An interview is an arranged or unstructured conversation between two people or more, whereby the one asking or seeking to gather information is known as the interviewer and the other one is called the interviewee, (Bryman, 2016). The researcher chose it among other instruments because it offers detailed information, detailed thoughts, feelings and experiences by blunt talk and it enables gathering qualitative rich data. With open-ended questions, the respondents will be able to provide their opinions and experiences in a unique way of the complexity and challenges of the intricacies involved in Harare City to implement tendering procedures and suggested solutions that are not possible with other collection instruments.

3.11.2 Advantages of using Interviews

1. Interviews provides detailed information.
2. There is greater flexibility as the interviewer is able provide deeper information or clarity of the topic
3. It allows the researcher to observe nonverbal gestures such as body language and tone of voice.

3.11.3 Disadvantages of using Interviews

1. Conducting interview can be time consuming and it requires more effort.
2. Sampling limitations it just consider small representative.

3.12. Validity and Reliability

Validity, according to Mugenda and Mugenda (2003), is the measure to which the research findings are a true representation of the phenomenon being studied, and the significance and integrity of the effects inferred from the research findings. Leedy (1980) viewed validity as the point at which a measure is actually measuring what it claims to measure, and emphasizes the effectiveness of tools of research in measuring their intended constructs.

Ahmed et al. (1994) defined reliability as consistency in measurements, or the ability of the instrument to assess repeatedly this research characteristic within a period. The researcher conducted a pilot study in an attempt to test the reliability of research instruments before administering the main research. For purposes of ensuring reliability and validity, questions for the interview guide were well crafted to ensure questions were understood in a comparable way by the respondents.

3.13 Data Analysis and Presentation

Data analysis refers to the organization of the collected data into meaningful themes or patterns for the purpose of understanding (Creswell and Poth, 2018). Through this process, the researcher is able to identify meaningful trends and relationships that relate to the research problem using the Nvivo software. Thematic maps, co-occurrence matrix and dendrogram diagrams were used in order to visually represent the results.

CHAPTER 4

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.0 Introduction

This chapter presents analysis, presentation, and interpretation of data for Harare City Council's procurement activities. Qualitative analysis in this research explored key themes that affect performance in procurement, focusing particularly on supplier selection processes, buyer-supplier relationships, planning for purchasing, and automating the tendering. By gathering information from various stakeholders, including suppliers, procurement experts, and regulatory bodies, this chapter discusses strengths and weaknesses of the existing procuring system in an effort to determine whether and if so, how procuring results can be improved through effective communication, planning, and automation.

4.1 Demographics of the participants

Demographically, findings show a varied sample of respondents in the different categories. According to sex, both male and female respondents were covered in the sample, though none of the groups dominated, a reflection of gender parity in the study. Distribution by age shows the respondents covered in the three categories: 20-30 years, 30-40 years, and 40 years and above. A roughly equal distribution seems to have been achieved, showing that the study gathered perceptions from respondents at different stages of career development.

Based on the work experience, most of the respondents have 3-5 years of experience, followed by 0-2 years and 6-9 years of experience. This reveals that the respondents have ample practical experience, which gives great insights into procurement practices.

For the education level, most of the respondents are degree holders, then those with diplomas and national certificates. There are a few with master's degrees, reflecting a high educational qualification level. This suggests that the sample consists of well-educated people, which is the reason why they were able to answer questions regarding procurement practice and its issues. The findings of the demographics overall reflect a well-balanced sample in terms of sex, age, experience, and education.

4.2 Supplier Selection Procedures and Procurement Performance at Harare City Council

The objective of this research is to find out the impact of supplier selection procedures on Harare City Council procurement performance. The responses received from 13 respondents from both suppliers and procurement officers to the members of the tender evaluating committee, users' department officials and regulators from the PRAZ, offer valuable information on the strengths and weaknesses of the current procurement system. Thematic analysis to determine recurring themes and issues affecting procurement performance was conducted, notably emphasizing transparency, promptness, quality versus cost trade-offs, alignment with department needs and external influences affecting the process of selecting suppliers.

Lack of transparency in the process of supplier selection was brought forward by both the suppliers and the procurement officers as one of the key concerns. A few of the interviewees mentioned that the criteria used to select the suppliers were not transparent or applied uniformly. Such ambiguity results in suppliers not being clear about why they are selected or disqualified, thus giving rise to frustrations and lost opportunities for improvement on future bids. For example, one of the suppliers noted, "The criteria for selection are woolly, and there is limited feedback once the tender process is completed. We, as a supplier, do not know how the decision-making is done, and this makes it difficult to improve future bids." Similarly, a procurement officer noted, "While procedures are formal, there is room for improvement in terms of making the process streamlined. More transparent evaluation system of the bids would improve outcomes." This issue of transparency does not only shatter the trust between Harare City Council and its suppliers but also hampers efficiency in procurement processes. Open communication of the selection criteria and

accurate feedback to unsuccessful suppliers would significantly enhance procurement activity efficiency, creating enhanced performance and supplier participation.

Interviewees' other recurring gripe was that of timeliness. Suppliers and procurement officials both complained about delay in the supplier selection process as a cause for less-than-ideal overall performance of procurement activities. Delays in procurement usually translated into failed delivery timelines, causing operations to be interrupted and resulting in inefficiencies. One of the suppliers noted, "The timing of the process also has an impact on our planning and cash flow, as delays will result in lost opportunities." A procurement officer also noted, "Supplier selection has an influence on procurement performance through whether goods and services meet our needs on time and within budget." These delays in contracts also result in supply chain disruptions, which have ripple effects that can affect the quality and timing of services or goods delivered to Harare City Council. Securing an improved and quicker decision-making process would help address these problems, enhancing procurement performance and underpinning more stable delivery of services.

The main themes that was uncovered through the interviews was the trade-off between cost and quality in determining the suppliers. Many respondents suggested that cost was a dominating consideration above quality when deciding upon suppliers, with procurements that were subsequently less than optimal as they could have been. This issue not only handicaps the general functioning of procurement activities but also jeopardizes the long-term value of the Council's acquisitions. According to one of the procurement officers, "The selection process normally tends to concentrate on cost and not quality and ends up leading to procurement problems in the future." One of the members of the tender evaluation committee added, "We also select suppliers based on price sometimes, but in all cases, it may not be according to the standard of quality. This affects the performance of procurement since these kinds of suppliers cannot always supply timely or deliver low-quality products." The cost-quality trade-off is an inherent issue for public procurement. While cost savings are important, the emphasis on price at the expense of quality can lead to poor performance with resultant delays, higher maintenance costs, and decreased levels of

service. A balance between cost and quality and the ability of the supplier to meet contractual requirements may improve procurement performance and prevent such issues from developing.

Coordination of the process of selecting suppliers with the unique requirements of departments that utilize the goods and services is critical to effective procurement. An underlying theme throughout the interviews was inconsistency between the selection process and operational requirements of Harare City Council's various departments. Suppliers that had not been kept informed of the department's specific requirements caused delays, wastage, and inefficiency. One of the department officials explicated, "The chosen suppliers are not meeting our own specific needs, resulting in delays in service provision. If the choice was more biased towards departmental goals and specifications, it would result in a more streamlined procurement and delivery." Another department official chimed in, "We have received commodities that were not of the right quality, which results in wastage and re-ordering." To improve procurement performance, there must be an alignment between the selection factors and the concerned departments' specific needs. Having department representatives as part of the evaluation process and ensuring that tenders were designed to specifically address these needs would not only enhance service delivery but also minimize the risk of inefficiencies due to the appointment of inappropriate suppliers.

Political pressure and budgetary constraints were cited as factors that would undermine the integrity of the supplier selection process. Several respondents noted how such external factors sometimes led to the selection of less competent suppliers who were in a position to offer lower prices or other political dividends. Such factors primarily had a deteriorating effect on procurement performance, leading to delays and poor quality. A tender evaluation committee member said, "At times, political pressures or budgetary constraints influence our choice of the best option. This compromises procurement performance, as poorly selected suppliers will cause project delays or will lead to budget overruns." An official in PRAZ said, "Although Harare City Council is generally in conformity with procurement regulations, there are external pressures that sometimes distort the selection process, resulting in suboptimal procurement outcomes." Reducing these external factors calls for increased transparency and accountability in decision-making. Ensuring

that procurement decisions are made on merit grounds and not on political or budgetary considerations would make the procurement process more effective in general.

One of the most frequent threads that appeared through the interviews was the need for standardization and improved feedback systems. The respondents emphasized that the process of picking suppliers needs to be standardized in order to enable equity and consistency. Further, communication from the Council to rejected suppliers was also seen as a key element in enhancing the process. One of the suppliers stated, "There is no feedback after the tender process. As a supplier, we are unclear about the decision-making process, which makes it difficult to construct improved future bids." Likewise, a procurement officer stated, "More standardization in evaluating bids would result in improved outcomes. We need clearer feedback to successful as well as unsuccessful suppliers." Standardization of the selection process and strong feedback mechanisms may help suppliers know their weaknesses and improve future performance. For procurement officers, it would provide a superior framework for decision-making, with more certain and consistent outcomes.

The other recurring theme of great significance that appeared was the lack of monitoring and post-selection evaluation of suppliers. The interviewees highlighted the importance of evaluating supplier performance following selection and award of contract in order to make the procurement process effective to its intended goals. Unless carefully supervised, even well-selected suppliers may fail to meet specified standards. A procurement officer stated, "The performance of the suppliers is monitored in certain cases, but the process is not always consistent. Thus, some of the suppliers underperform with no action taken against them." A member of the tender evaluation committee also contributed, "There must be increased monitoring post-selection to ensure that the suppliers deliver on their commitments and procurement performance remains on track."

The thematic analysis reveals several overarching concerns that need to be addressed in a bid to improve the procurement performance of Harare City Council. These include enhancing transparency, enhancing promptness of choosing suppliers, achieving harmony in considerations

for quality and price, harmonizing choice of suppliers with departmental needs, reducing external influences on procurement, simplifying the selection process, and creating effective monitoring and feedback mechanisms. Addressing such issues would rationalize the procurement process, improve supplier performance, and eventually lead to better and more efficient procurement results for Harare City Council. Key informant survey recommendations are that in spite of some improvement made, much is left to be done to align supplier selection procedures with best practices. By overcoming these problems, Harare City Council can optimize its procurement performance, enhance its supplier relationships, and make its public procurement processes generally more efficient.

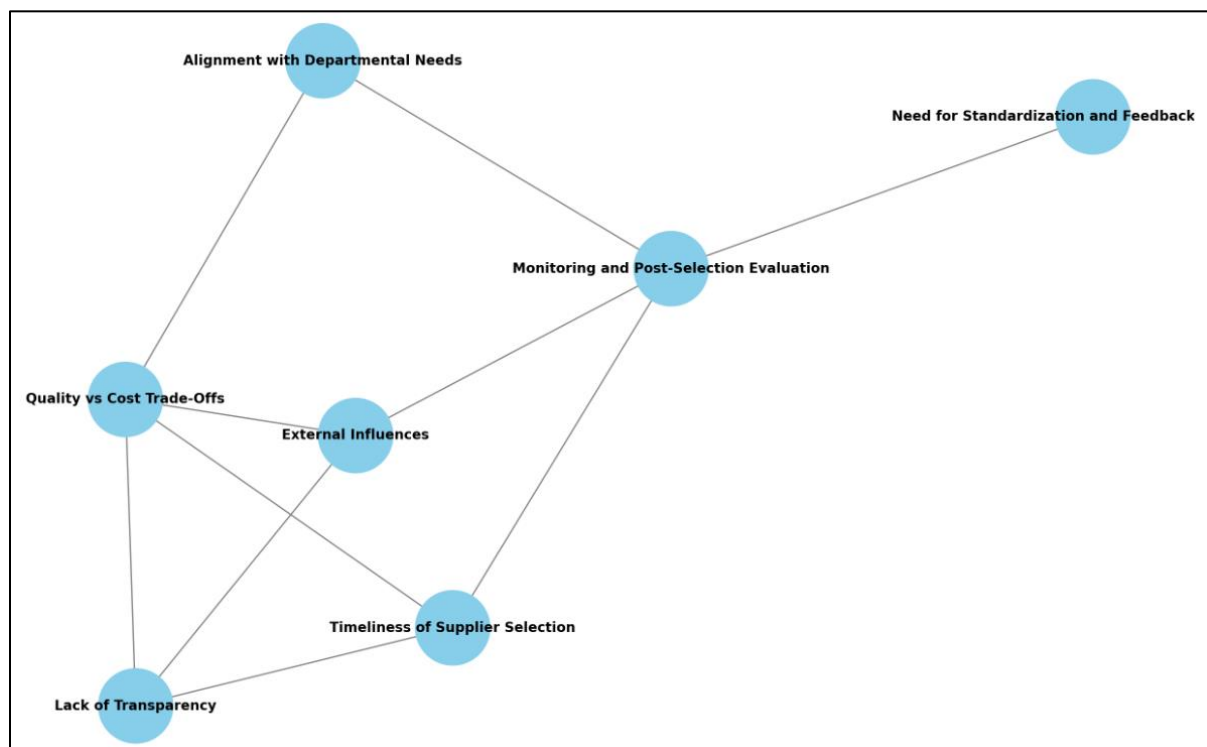


Figure 3: Thematic map for Supplier Selection Procedure and Procurement Performance

The above themes were also presented as a thematic map showing the themes of the thematic analysis. The map brings the various themes discussed into context since they relate to each other,

showing how they interact with each other. All of the themes are nodes, and the edges (links) are the effects or relationships that one theme can exert on another. This map help better understand the dynamics between the various aspects of supplier selection and procurement performance at Harare City Council.

4.3 Supplier-Buyer Relationships and Procurement Performance at Harare City Council

The purpose of this research is to examine the effect of buyer-supplier relationships on procurement performance in Harare City Council. The responses collected elicit various themes of buyer-supplier relationship and how they affect procurement performance. The responses were sought for patterns of thematic analysis under communication, trust, relationship problems, and overall effect on procurement performance. The discussion follows the overall themes that were derived from the interviews: communication and trust, procurement performance, relationship problems, and recommendations to improve supplier-buyer relations.

All of the interviewees consistently emphasized the importance of trust and communication in supplier-buyer relations. This kind of communication was depicted as a corner stone of good procurement performance. Suppliers, procurement officers, and other interested parties all mentioned that good communication ensures that expectations are well understood, minimizing the likelihood of miscommunication or error. Trust between the Council and the suppliers was also mentioned as critical in ensuring quality performance and timely delivery. A supplier mentioned, "Good communication can lead to better delivery schedules and fewer misunderstandings about the contract requirements," ensuring that communication should be transparent and clear. A second supplier agreed, saying, "Trust is a big factor, because suppliers will put in the extra work when they feel that their relationship with the Council matters." The opinion of the procurement officer was that one of the respondents answered, "Suppliers that we have good working relationships with are more likely to be responsive to issues and to commit to deadlines." The significance of trust and honest communication was frequently emphasized as a mediator of smoother procurement and more success.

The relationship between the supplier-Council directly ties to procurement performance, and all the respondents in the interviews agreed that sound, harmonious relationships between the suppliers and the Council result in the best procurement results. If the requirements of the Council are well understood by the suppliers and everyone has a shared perception in meeting the requirements, the procurement process is smoother and ends in timely delivery, better quality of goods and services, and cost-reducing actions. One purchasing official commented, "A good relationship enhances communication and cooperation, impacting the quality and timeliness of delivery." This is predicated on the fact that good relationships ensure that the procurement staff can be sure that the suppliers would deliver in accordance with the deadlines and quality desired." A committee member evaluating tenders also noted, "Suppliers who are closely allied with the Council are generally in a better position to understand our needs and are more likely to be able to meet them." Moreover, suppliers who possess sound working relationships with the Council are most likely to react early to problems before they occur, leading to more efficient and effective procurement. As one of the representatives was quoted, "Suppliers who are aware of our needs and have a good rapport with us would be likely to provide what we need, when we need it."

Despite the benefits of cooperative relationships, supplier-buyer relationship problems were also evident. Several respondents cited issues such as poor communication, delayed payments, and unclear expectations as major impediments to procurement success. Suppliers reported delays in decision-making, inadequate feedback, and ambiguous contract terms as frequent causes of frustration. These problems had a propensity to lead to delivery delays and poor performance, which negatively affected procurement outcomes. A supplier described, "When the relationship is tense, it can lead to delays in decision-making and late responses to issues," and demonstrated how poor relationships bring havoc to the procurement function. Similarly, another supplier was of the view, "There is doubt regarding the specifications, which leads to delay in shipment," explaining that inaccurate specification communication leads to inefficiencies and mismatch of expectations. On the procurement side, an officer stated, "Poor relationships, especially those that lack trust, can result in delays and poor performance." This means that the lack of trust between the Council and

suppliers directly affects procurement performance, bringing tension and eventually impacting the quality of services or products being delivered.

Most of the interviewees gave recommendations on improving buyer-supplier relations, and all of them pointed in the direction of better communication, predictability in providing feedback, and more interaction. Chose to have regular sessions between the Council and the suppliers to keep both parties aligned and to resolve any issues earlier. More specific specifications and contractual terms were also found to be important in avoiding misunderstandings and delays. One of the suppliers suggested, "The Council should improve the promptness of contract awards and provide more precise specifications at the outset of each procurement process." The recommendation is based on there being greater transparency and clarity in order to avoid delays and misunderstandings during the procurement process. Similarly, a procurement administrator added, "Frequent meetings, better understandable contract conditions, and transparency during the purchasing process are important to build relationships with suppliers." This accompanies the insight that creating continuous communication and defining expectations up front can help go a long way in more streamlined procurement processes. Another suggestion from a PRAZ official was, "Building stronger, more cooperative relationships with suppliers would certainly improve procurement performance by ensuring tenders are of the required standard and on time." It implies that long-term, trust-based relationships with suppliers need to be established to assure compliance and timely delivery, which enhances procurement performance.

The thematic analysis indicates that effective communication, trust, and transparency are essential for effective supplier-buyer relations in Harare City Council. A positive supplier-Council relationship leads to better procurement outputs, including punctual deliveries, quality goods and services, and efficient procurement processes. On the other hand, poor relationships, which are defined by poor communication and delayed decision-making, lead to procurement issues such as delays, poor performance, and inefficiency. The recommendations of the interviewees highlight the significance of enhanced communication, better specifications, and better relationships to

ensure smooth procurement processes. Implementation of these recommendations would lead to better procurement performance and better buyer-supplier relationships for Harare City Council.

4.4 Procurement Planning and Its Impact on Procurement Performance at Harare City Council

Procurement planning is central to the success or failure of procurement procedures and the outcomes of procurement in public institutions. For Harare City Council, effective implementation of procurement plans is essential to offering timely goods and services procured at the desired quality level. Analysis is tasked with determining how procurement planning influences procurement performance and discovers key themes related to the effectiveness of procurement planning, challenges faced due to inadequate planning, and potential for improvement. The most prominent themes that emerged are the necessity for early and precise planning, the challenge brought about by ineffective procurement planning, and the need for increased coordination and communication throughout the procurement process.

Perhaps the most fascinating insight that emerged from the interviews is the significance of early and clear procurement planning in ensuring procurement success. All the respondents agreed that when procurement planning is carried out early, with a clear specification and schedule definition, it directly impacts the ability to attain procurement targets, improve supplier performance, and avoid delays. Early and clear procurement planning is the foundation for effective decision-making and efficient procurement processes. A procurement officer pointed out, "When procurement planning is executed well, it offers concise timelines and specifications, thus enabling my company to achieve delivery deadlines more easily." Likewise, another supplier stressed, "When procurement planning is executed correctly, it enables us to plan production schedules, acquire required materials, and deliver on time." These comments highlight the aspect that early planning allows suppliers enough lead time to prepare, assign resources, and prevent any last-minute rush that would contribute to inefficiency.

Furthermore, well-stated procurement plans allow the suppliers and procurement officers to anticipate potential issues and address them before they arise, therefore leading to timely and efficient procurement performance. Planning in advance was also a priority, procurement officers said, to align expectations and avert misconceptions, as one of them put it, "Clear procurement plans allow us to manage expectations with suppliers, make processes easier, and ensure that resources are allocated correctly."

While the importance of sound procurement planning was frequently stressed, feedback from the respondents also included the problems that arise due to poor or unsatisfactory procurement planning. The major issues of poor procurement planning are delay, miscommunication, unsatisfactory supplier performance, and cost overruns. The respondents said that if procurement plans are not finalized earlier or are vague, the procurement process becomes a mess with inefficiencies and broken deadlines. A supplier added, "When planning is either unclear or delayed, it is hard for us to coordinate and meet the deadline for delivery." This affects our performance and the procurement result overall." Another supplier discussed the impact of poor planning when he said, "Poor planning resulted in delays and added costs because the specifications were not defined or were last-minute amendments." These findings reveal how poor planning halts the continuity of procurement processes and results in delays influencing the entire procurement process, from the tendering process to carrying out the contract. Procurement officials also echoed the same, stating that substandard planning leads to rushed decisions that diminish the quality of procurement outcomes. "If procurement is poorly planned," noted a procurement official, "it will lead to late deadlines, procurement inefficiencies, and substandard quality in supplier performance." Inadequate time for suppliers to prepare or the failure to set clear specifications exacerbates delays and increases the chances of errors or compromised delivery.

One of the dominant threads across the interviews was the immediate connection between procurement planning and procurement performance. Effective procurement planning ensures that suppliers are prepared and have the capacity to deliver on time, within budget, and to quality requirements. On the other hand, ineffective procurement planning leads to poor supplier

performance, where the suppliers are under pressure to fulfill ill-conceived delivery deadlines or perform in undefined parameters. This ultimately cripples the procurement process and results in second-best outcomes. One of the suppliers observed, "When procurement planning is well executed, it gives us the adequate lead time to plan, source material, and schedule manufacturing." This is to ensure that we are able to provide quality products on time." Another respondent echoed similarly, stating, "Good procurement planning allows us to efficiently allocate resources and schedule delivery, thus efficient and timely service." These responses show that a positive relationship exists between effective procurement planning and improved supplier performance.

When procurement planning is weak, it usually compels suppliers to work in a hurry, which negatively impacts the quality of their work and punctuality. As one procurement officer put it, "Suppliers do not keep deadlines when planning is weak because they lack sufficient time to allocate resources and prepare for delivery." This leads to poor performance and delay in procurement execution." These results verify the crucial role that procurement planning plays in ensuring supplier performance, observing how ineffective procedures and poorly formulated plans lead to inefficiencies and lower quality outputs.

The question of how procurement planning influences the tender evaluation process was another recurring issue from the interviews. Where there is good planning of procurement, it aligns the tender evaluation process with the aims of procurement, leading to better outcomes. Proper planning guarantees that there are proper evaluation criteria, which compels members of the evaluation committee to make informed decisions and select the best suppliers through objective considerations. This typically implies that poor planning has a tendency of giving rise to confusion, ill-defined requirements, and incoherence in the evaluation process.

One of the tender evaluation committee members stated, "When there are well-prepared procurement plans and everyone understands them, it provides us with a plan to benchmark tenders against defined parameters. It makes us select the best suppliers." However, another member countered, "Poor procurement planning most likely leads to poorly defined specifications, and that

makes it difficult for us to critically and precisely evaluate the bids.” This can result in delay and incorrect supplier selections.” The integrity of the tender evaluation process depends directly upon the accuracy and completeness of procurement planning. Incomplete or hurried planning reduces the working effectiveness of the evaluation committee and results in poor supplier selection.

Coordination and communication among various departments carrying out procurement are vital towards the aspect that procurement plans will be implemented successfully. Poor coordination and communication were found to be the main reasons behind inefficiencies in procurement performance. Procurement officers, suppliers, and other departments have to communicate well. If they do not properly communicate with each other, there are possibilities of misunderstandings, late deadlines, and inefficiencies. One procurement officer responded, "Procurement planning involves more than one stakeholder, and if department-to-department communication is not crystal clear, there are delays and confusion." Good communication is the most important thing in getting all people aligned on timeliness and expectations." Another user department respondent echoed, "Keeping departments closely in communication ensures procurement plans are aligned to our needs. Poor communication causes delays and misaligned expectations."

On the basis of the identified challenges, a number of suggestions for improving procurement planning to further enhance procurement performance were made by respondents. The major suggestions were ensuring well-ahead planning of purchasing plans, having specifications clear, and enhancing communication and coordination between stakeholders. Early planning of procurement was emphasized as a way to provide enough lead time to suppliers and avert delays. One of the suppliers proposed, "The Council should finalize procurement plans ahead of time and make specifications clear to avoid delays." A procurement officer also made a proposal, "Improved department coordination, advance procurement planning, and clear specifications would do wonders for procurement performance."

A PRAZ official also emphasized the need for stronger planning frameworks, stating, "Through the strengthening of procurement planning and compliance with regulatory requirements, the

Harare City Council will be in a position to streamline procurement processes and improve delivery." These proposals reflect the majority view that clearer, earlier planning is most crucial for success in procurement.

Thematic analysis of responses from key informants revealed that procurement planning significantly affects procurement performance at the Harare City Council. Transparent, thorough, and early procurement planning ensures successful procurement objectives, peak supplier performance, and enhanced tender assessment. Inefficient procurement planning, however, leads to delays, ineffectiveness, and substandard supplier performance, with an afterward effect on procurement success. The review identified several areas of improvement, including enhanced coordination, effective communication, and earlier procurement planning. Having ensured that the procurement plans are carried out in good time and that everyone involved is aligned on expectations, the procurement performance in the entire Council will be enhanced. Once these problems are solved, Harare City Council will be capable of making its procurement procedures more effective, transparent, and efficient.

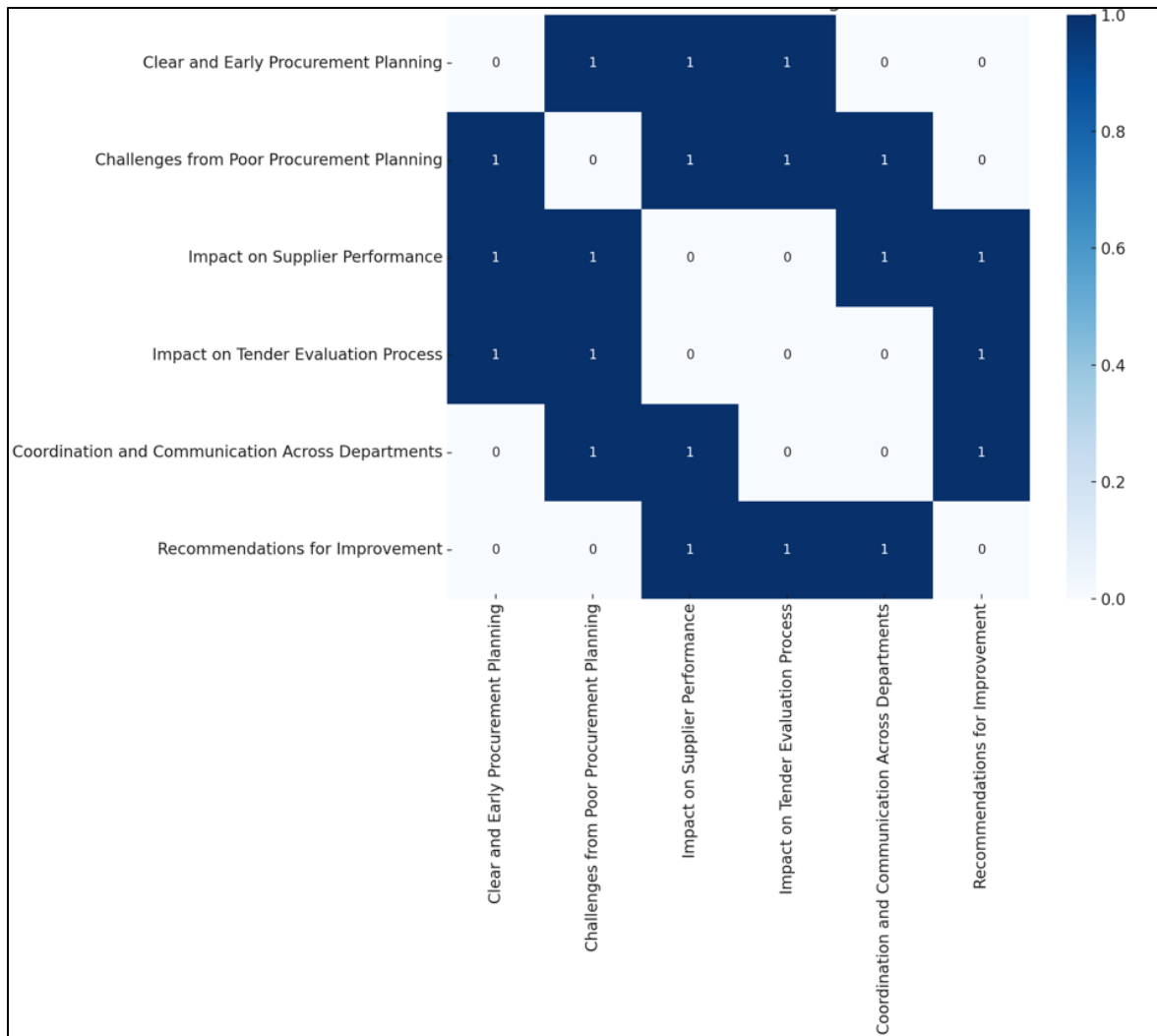


Figure 4 Co-occurrence matrix of Procurement Planning

The themes were also showcased through a co-occurrence matrix presented in the form of a heatmap depicting the co-occurrence frequency of themes and sub-themes in the context of procurement planning and its impact on procurement performance. The matrix shows the relationship among the themes and sub-themes with annotation regarding the co-occurrence frequency of the items. The visualization helps us to understand the inter-connectedness of multiple themes in procurement process.

4.5 Automating the Tendering Process to Enhance Procurement Performance at Harare City Council

The objective of automating the tendering process is to enhance the procurement performance in terms of increased efficiency, openness, reduced human error, and ultimately enhanced service delivery. The interview responses capture both probable benefits and drawbacks of automating the tendering process within the Harare City Council. The analysis explores key themes of increased efficiency, enhanced transparency, reduced biases, as well as implementation issues, thus giving an overall picture of how automation can influence the procurement performance.

A single unifying theme that was evident across the interviews was the capability of automation to significantly improve efficiency and reduce delays in procurement. All respondents agreed that the current manual tendering process is lengthy and full of bottlenecks, specifically at document submission, bid evaluation, and contract award phases. Automation would reduce the time spent on manual activities, thereby improving procurement overall performance. A procurement officer further added, "It would significantly improve efficiency by accelerating the amount of time it takes to evaluate tenders and making it open. It would increase transparency." In this case, the simplicity of saving time is accentuated, especially on the process of evaluation. Another procurement officer agreed with this, saying, "We would save a lot of time in reading bids and making decisions, and spend more time on ensuring the chosen supplier is appropriate for the project requirements, rather than manually processing documents." Similarly, suppliers were also of the same view that automation would accelerate the entire process. A supplier explained, "Automation would bring added efficiency to the process, allowing suppliers like us to submit bids on time and track their progress in real time." The ability to submit bids and review them faster would reduce significantly delays, ultimately enhancing procurement performance through shortening procurement cycles and enabling quicker delivery of goods and services.

Transparency was one of the great benefits derived from tendering process automation. An open procurement system allows suppliers, procurement officers, and regulatory authorities to keep a track of the status of tenders, view the status of their bids, and ensure that all is being done as per

the established rules and standards. The majority of the respondents indicated that the lack of transparency in the manual system causes frustration and distrust among the suppliers. A tender evaluation committee member said, "Automation would make it more transparent by offering an audit trail so everyone can see how decisions are made and know the process is fair." The committee member added that automation would reduce biases and enhance accountability, with the guarantee that all bids are given equal treatment and fairness. A supplier further added, "An automated system would enhance transparency by enabling us to monitor the status of our bids and receive timely communication. It would also ensure that the evaluation process is objective and fair." The capability to track the process in real time is also important for suppliers who often feel in the dark during the manual tendering process. Automated systems have the potential to give visibility to every step of the process, which is also likely to enhance supplier confidence in the system and the impartiality of the evaluation and award stages.

Reduction of human error and prejudice in the evaluation and decision-making processes was another important theme. Manual tendering has a natural tendency to be subject to human error, either through negligence, calculation errors, or subjective prejudices in the assessment of bids. It would standardize the tendering procedure with evaluations being done in terms of pre-set criteria, thereby limiting the influence of human bias. "An automated system would make it easier to compare bids against pre-defined criteria, which would avoid human error and potential prejudices," stated one of the members of the tender evaluation committee. This response illustrates how automation can lead to more objective and uniform tender assessments. Also, a procurement officer added, "Automation would ensure that bids are being judged on the same grounds, leading to more even-handed and consistent decision-making." By eliminating human bias, the system would be able to ensure that suppliers are selected based on their own merit, thus making the procurement fairer and effective. In addition, automated systems also can do mundane tasks such as data entry and reading documents, reducing the scope of human error even further. This would ensure that all the required processes are undertaken without the need for supervision, thus the tendering process is more efficient and correct.

Despite the enthusiasm for automation, some of the interviewees mentioned problems that would need to be addressed during the implementation phase. The most profound issues were the initial cost in creating an automated procedure, the offering of adequate training, and the potential resistance from staff members who are accustomed to the manual procedure. The shift to automation may also cause temporary disturbances, which would need to be planned and managed carefully. A procurement officer conceded, "One issue would be the initial installation and training that would be needed to implement an automated system. Personnel would need to be sufficiently trained to employ the new system correctly." Similarly, a member of a tender evaluation committee stated, "There may be reluctance on the part of some of the stakeholders who are not comfortable with change, particularly those who are used to the current manual systems." Solving these problems will be the solution in making an error-free transition to an automated system. Secondly, there were concerns over the infrastructural requirements of technology to make automation possible. A supplier observed, "We need also to ensure that the system is accessible to all suppliers, including non-linked suppliers with high technology. This could be a limiting factor in joining the tendering process."

Data protection and the integrity of the automated system were other concerns voiced by some of the interviewees. Computerizing the tendering process involves storing sensitive information, such as bids, contracts, and finances, on computer systems. Having such systems free from cyber security criminal attacks and ensuring data integrity is essential to prevent fraud and comply with procurement regulations. A PRAZ official said, "Automation would be able to improve procurement performance because all the procurement steps would be traceable, but we must ensure that the system is safe and sensitive information is not available to any unauthorized individual." This reflects the place of cyber security in automation of procurement. Yet another respondent emphasized, "The system must be designed to prevent manipulation of tender data and render all activities verifiable and auditable."

Respondents also provided several recommendations for the effective implementation of an automated tendering process:

- * To ensure the smooth of use of the system
- * Training facilities to the concerned
- * Pilot run prior to full-scale implementation.

Additionally, respondents suggested that the system should be flexible enough to accommodate complex tenders that may require some subjective evaluation. One of the members of the tender evaluation committee stated, "The system must be adaptable enough to suit complex tenders where human judgment is still involved. It must support, rather than replace, human decision-making." Another procurement officer added, "A successful roll-out would require stakeholder buy-in, adequate training, and ongoing support to ensure that the system works as designed and delivers the intended benefits." Further, officials of PRAZ recommended that the automated system should align with national standards and regulations of procurement to ensure that it meets legal requirements and is fully compliant with best practices.

The thematic response analysis of the key informants clearly indicates a consensus for automating the tendering process to improve procurement performance at Harare City Council. The main advantages identified are improved efficiency, increased transparency, reduced human error, and increased fairness in tender evaluation. However, the implementation issues like initial costs, training staff, and security of data must be addressed diligently to ensure a smooth transition process.

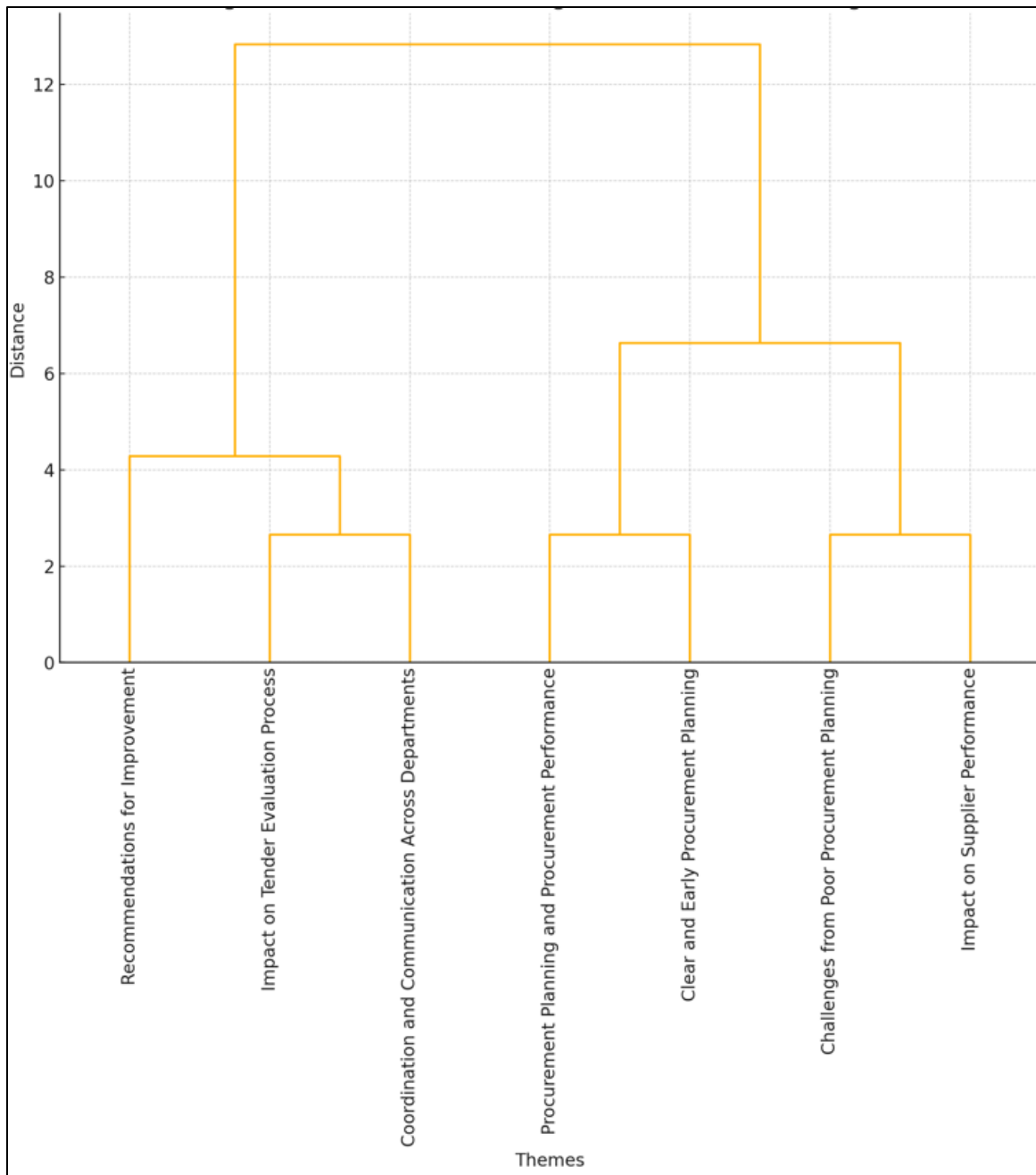


Figure 5 Dendrogram

The dendrogram shows the hierarchical grouping of procurement performance and planning themes. The first important bifurcation groups "Recommendations for Improvement" together with "Coordination and Communication between Departments" and "Impact on Supplier Performance," meaning that these improvement areas are closely related to each other. The second group of most

important concepts consists of "Procurement Planning and Procurement Performance," "Clear and Early Procurement Planning," and "Challenges from Poor Procurement Planning," and it highlights the significance of planning efficiency and the related problems at the heart of procurement performance. The diagram illustrates that increased coordination, communication, and punctual planning are vital to enhance procurement performance.

4.6 Discussion of Findings

4.6.1 Supplier Selection Procedures and Procurement Performance at Harare City Council

Findings from Harare City Council's supplier selection process align with several empirical studies whose findings highlight how transparency, timeliness, quality vs. cost trade-offs, alignment of departmental needs, and external factors are instrumental. Failure in transparency within the supplier selection process is highlighted by the respondents, which is also indicated from Gable (2019), who found that ambiguous criteria undermine supplier trust and slow down procurement efficiency. The study also finds that delays in selecting the supplier are harmful to procurement performance, a point which Ray (2013) also attested to as he found that delays result in lost delivery schedules and wasteful operations.

Quality for cost is also a contentious issue where the concern of the procurement officers is that cost tends to trump quality. The same was noted by Turner's (2018) that favoring cost over quality leads to underperformed outcome. Sustaining cost and quality balance in procurement decision is essential to realizing optimal performance, Williams and Piontkowski (2020) advise realignment of the supplier selection process with departmental needs is also noted, reflecting Tull's (2016) study, which identified inefficiency and delay in procurement due to incorrect alignment.

Political and budgetary pressures, among others, were also established as external factors compromising supplier selection, consistent with Gupta's (2017) finding that such pressures yield suboptimal decisions. Standardization of the procurement process and feedback mechanisms were consistently emphasized, consistent with Ekeocha et al.'s (2018) study that standardization leads to increased fairness and outcomes. Lastly, emphasis on correct monitoring and post-selection

analysis is made by Walker and Sharma (2016) as they posit that continuous monitoring of performance ensures that the suppliers live up to their obligation. By focusing these issues, Harare City Council can enhance procurement performance, reduce inefficiencies, and increase supplier engagement and delivery of services.

4.6.2 Supplier-Buyer Relationships and Procurement Performance at Harare City Council

The findings in buyer-supplier relations in Harare City Council concur with empirical studies indicating the importance of trust and communication in procurement performance. Brammer and Walker (2011) has shown that effective communication enhances cooperation among buyers and suppliers, leading to timely delivery and enhanced quality of products. This was reinforced by the findings, where buyers and suppliers mentioned the central role played by trust and transparency. An observation by one respondent that "trust plays a significant role" is supported by research by Cousins et al. (2008), where they found that trust leads to improved relationships and more stable performance.

Issues such as bad communication and delayed payments, as reported by respondents, are in agreement with research by Schiele et al. (2011), who found that substandard supplier relationships have a tendency to cause delays and second-best performance. The lack of feedback and vagueness of the terms of the contract revealed by suppliers also conforms to the same issues raised in research by Lee et al. (2016), which found that uncertainty of expectations causes inefficiencies in procurement. Moreover, the frequent meeting and more specific specification proposal is further supported by evidence underlining the value of unambiguous communication and procurement practice uniformity to facilitate enhanced supplier-buyer relationships (Monczka et al., 2015). On the contrary, Narasimhan et al. (2009) research holds the view that successful, collaborative supplier relations can result in a competitive advantage, an argument further sustained by Harare City Council respondents. With better communication, building trust, and setting clear expectations, Harare City Council can align its practices to best procurement practices listed in the literature, leading to better procurement performance and less conflictual supplier relationships.

4.6.3 Procurement Planning and Its Impact on Procurement Performance at Harare City Council

The findings on procurement planning by Harare City Council, empirical research cites early and clear procurement planning as important in ensuring procurement success. A study by Kamil et al. (2020) found that procurement planning earlier increases the success of projects by achieving clarity in timelines and expectations, as seen in the case at Harare City Council. Suppliers noted that adequate and transparent planning guarantees they have enough lead time to optimize their resources accordingly, referencing the results of a previous study by Kwaku and Tan (2019), which demonstrated that adequate planning leads to timely delivery and better-informed supplier performance. Alternatively, bad planning usually leads to delays and communication breakdowns, which hamper procurement performance. This aligns with the findings of Hartley and Wainwright (2018), who confirmed that ineffective procurement planning was a leading cause of inefficiency and increased costs. In addition, the impact on tender assessment and supplier performance as confirmed in the study aligns with the research of Bovis (2019), where he emphasized the need for procurement plans to be clear to ensure fair as well as effective appraisal of the suppliers.

4.6.4 Automating the Tendering Process to Enhance Procurement Performance at Harare City Council

The findings on the automation of the tendering process at Harare City Council are in agreement with several empirical studies that illustrate the benefits of automation in procurement. For instance, the improvement in efficiency and time management identified by the interviewees is in line with a study by Binns et al. (2018), who determined that automation accelerates tendering processes by reducing manual interventions and streamlining administrative processes. This was echoed in the interviews, where procurement officers and suppliers remarked that automation would speed up evaluations and reduce delays. The increased transparency and fairness theme is aligned with the findings of van Weele (2018), who pointed out that automation renders processes transparent by providing clear audit trails, reducing human biases in tender evaluations. Respondents also indicated that automation would ensure objective decision-making, which

corroborates empirical research that automated systems offer standardized evaluations and therefore reduce biases (Cousins et al., 2008).

Threats to implementation, such as initial costs, training, and resistance to change, are consistent with research findings by Sahay and Gupta (2018), who noted that organizational resistance and high initial costs are significant hurdles to the implementation of automation. Further, data integrity and security concerns raised by PRAZ authorities are reflected in Bhalerao et al. (2020) research, who emphasized the need for robust cyber security features in automated systems. These findings point out that while automation offers tremendous advantages, it is necessary to overcome implementation, security, and user adjustment challenges to achieve the best possible procurement outcomes.

4.7 Chapter Summary

The findings presented in this chapter highlight the necessity of effective and timely procurement planning in maximizing procurement performance at Harare City Council. The prevailing themes emerging are the significance of communication and trust in buyer-supplier relationships, areas of ineffective procurement planning, supplier selection, and the potential benefits of automating the tendering process. Automation, participants emphasized, could improve efficiency, transparency, and fairness, and reduce human error and biases. However, concerns regarding implementation cost, resistance to change, and data security must be addressed for automation to achieve its potential.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The researcher shall conclude the dissertation in this chapter by concluding possible solutions for enhancing the Public Entities' procurement processes. The researcher will go on to discuss other procurement methods that the public sector must use in a bid to enhance performance in procurement. It is anticipated that the findings outlined in the previous chapter, the findings and recommendations outlined in this chapter will validate the current studies and literature on the topic of enhancing public entity tendering processes and procurement performance. It is worth concluding that, to enhance procurement performance of public entities in the public sector, efficient tendering methods and practices can be enhanced.

5.1 Conclusions and Recommendations

It has been discovered through this research that public entities' procurement performance has been impaired considerably by poor understanding of bidding procedures like selection of a supplier, relationship with a supplier, procurement planning, and automation. Tendering process is not to be utilized in public entities because it will bring delays and unnecessary complications when the entities are trying to acquire the goods, services, and non-consultancy services they need. For public finance management and value for money, there should be procurement plans and supplier relationship in public organizations.

Verification of the statement of proportion: The thematic analysis revealed that there was a positive relationship between the tendering procedures and procurement performance.

This is because they facilitate positive association in tendering activities like automation of tendering activities and improved procurement performance, since the respondents identified benefits of shorter lead times, higher transparency, reduced corruption and better supplier satisfaction. The study discovered that there is an impact on Harare City Council's total procurement performance because of supplier selection, relationship with suppliers, procurement planning, and automation of tendering processes.

5.2 Recommendations

Based on the findings of the research study, several recommendations were made. The application of an open process of procurement supplier selection, a proper and regular procurement planning, the implementation of e-procurement, the distribution of resources and training to the procurement contracting and management coalitions with suppliers would enhance the procurement performance of public organizations and fulfill the desired ends and objectives.

5.2.1 Supplier Selection Procedures

During tendering, the supplier selection processes should be clear and clear in the processes of identifying the suppliers. All bidders have to have the same qualifications and eligibility specifications as stated under PRAZ's Standard Bidding Document. They should develop and ensure effective use of good supplier selection procedures so that the best suppliers are chosen thereby improving procurement performance.

5.2.2 Supplier Relationship

For the goods and services to be worth the investment, there must be a proper working relationship between buyers and suppliers. The top management has to institute an efficient strategic procurement system that has emphasis or focus on effective partnerships and supplier relations. Organizations are forced to use the PRAZ list, which is biased and inconclusive for screening. The parastatals were guided by the researcher to conduct supplier rating exercises, which are embarking on supplier audits as a major component of building the existing supplier's executives base. Supplier reviews demonstrate compliance with administrative requirements, evaluation of carrying out and communicating details on new assignments.

5.2.3 Procurement planning

The public institutions ought to have consolidated procurement plans for the financial year, and this is only possible when frequent procurement meetings are held and products and services needed in the organization are consolidated so that they can enjoy huge discounts and economies of scale from the suppliers. Procurement planning should be reviewed regularly to make sure that

all the items included in the procurement plan budget are procured to allow effective use of resources.

5.2.4 Automation of tendering procedures

Electronic Data Interchange (EDI) and Enterprise Resource Planning (ERP) are two e-business platforms that government parastatals must introduce into all of the enterprises they directly or indirectly own to automate procurement processes and. In regulation, PRAZ must take the lead, whereas other entities must comply with the regulation. The organization should keep an eye out for opportunities to make use of technology and increase efficiency since the majority of administration work and paperwork would be reduced and the utilization of E-Government Platform (E-GP) would be too expensive for the country. Automating the tendering process would increase supplier confidence in public bodies as well as openness. Besides cutting costs and minimizing tendering processes, online tendering also makes the process more appealing and invites suppliers to bid. After the conclusion of this analysis, the researcher came up with entrepreneurial concepts of remaking public sector procurement for the purpose of addressing the challenge of confronting the using supplier relationship management in the tendering process.

5.2.5 Entrepreneurial Aptitude

The researcher developed entrepreneurial concept of reimagining public sector procurement to address the challenge of interacting with the using supplier relationship in the management of tendering process. This is due to the fact that the tendering Public Procurement and Disposal of Public Assets Act [CAP 22:23] procedures did not have room to deal with the management of supplier relationships, whose effect on procurement performance would be detrimental. Public stakeholders must undergo training and mentoring on the new Act and the standard bidding process, documents and this has allowed it to begin offering consulting services by offering trainings and seminars to bidders and public entities. The majority of bidders are not understanding the submit proposals which conform to Section 28 of the Regulations and use the standard bidding document. Thus, starting a consulting company would fill the gap and keep bidders and the general

public bodies ready to communicate with one another to a limited extent. This would reduce the downtime and re-tendering expenses when there is an urgent requirement for commodities or services.

5.2.6 Suggestions for Further Studies

Since the research was carried out based on four variables supplier selection, supplier relationship, procurement planning and automation, the researcher recommends the Harare City Council to carry out more research on how contextual variables such as industry or organizational size influence the impact of tendering procedure on procurement performance. Examining mediating variables such as organizational culture, procurement experience, employee motivation and supplier trust on how they could influence the link between tendering procedures and procurement performance.

REFERENCES

- Bhalerao, R., Deshmukh, P., & Pawar, A. (2020). Cyber security risks in automated procurement systems. *Journal of Information Security Research*, 10(2), 112–126.
- Binns, C., Smith, R., & Osei, L. (2018). The role of automation in improving procurement efficiency. *International Journal of Supply Chain Management*, 7(4), 34–45.
- Bovis, C. H. (2019). *Public procurement: Global revolution*. Cambridge University Press.

- Brammer, S., & Walker, H. (2011). Sustainable procurement practice in the public sector: An international comparative study. *International Journal of Operations & Production Management*, 31(4), 452–476.
- Cousins, P. D., Lawson, B., & Squire, B. (2008). Performance measurement in strategic buyer-supplier relationships: The mediating role of socialization mechanisms. *International Journal of Operations & Production Management*, 28(3), 238–258.
- Ekeocha, P., Mbah, P. C., & Okoro, E. (2018). Standardization in procurement processes and performance improvement. *Journal of African Public Administration*, 6(1), 58–67.
- Gable, W. (2019). Transparency in public procurement: An ethical perspective. *Journal of Procurement Policy and Practice*, 15(1), 77–90.
- Gupta, A. (2017). *Political influences in public procurement: Implications for developing countries*. *Governance and Policy Review*, 9(2), 121–137.
- Hartley, J., & Wainwright, D. (2018). *The impact of procurement planning on efficiency in local government*. *Public Administration Review*, 78(3), 412–425.
- Kamil, N., Hassan, M. N., & Abdul, R. (2020). Procurement planning as a success factor in public projects. *Journal of Public Procurement*, 20(1), 23–39.
- Kwaku, S., & Tan, C. K. (2019). Procurement planning and supplier performance in the construction sector. *Journal of Construction Economics*, 17(2), 94–105.
- Lee, C. Y., Zhang, Y., & Truscott, M. (2016). Contract clarity and procurement efficiency: Evidence from Asian municipalities. *Asian Journal of Public Administration*, 38(2), 191–210.
- Monczka, R. M., Handfield, R. B., Giunipero, L. C., & Patterson, J. L. (2015). *Purchasing and supply chain management* (6th ed.). Cengage Learning.

- Narasimhan, R., Talluri, S., & Mahapatra, S. (2009). Effective supply management practices for competitive advantage: A resource-based view. *International Journal of Production Research*, 47(5), 1235–1253.
- Ray, R. (2013). Delays in public procurement and their consequences. *Journal of Public Sector Economics*, 19(3), 204–219.
- Sahay, B., & Gupta, R. (2018). Digital transformation in government procurement systems. *Journal of Electronic Commerce in Organizations*, 16(3), 40–56.
- Schiele, H., Ellis, S. C., & Henke, J. W. (2011). Managing supplier relationships to enhance public procurement performance. *Journal of Purchasing & Supply Management*, 17(3), 156–166.
- Tull, A. (2016). Procurement alignment with organizational goals: A framework for the public sector. *Public Procurement Review*, 11(1), 69–84.
- Turner, L. (2018). Balancing cost and quality in public procurement decisions. *Journal of Supply Chain Integrity*, 10(1), 88–97.
- Van Weele, A. J. (2018). *Purchasing and supply chain management: Analysis, strategy, planning and practice* (7th ed.). Cengage Learning.
- Walker, H., & Sharma, V. (2016). Performance monitoring in supplier selection: Enhancing public procurement. *Journal of Purchasing and Supply Management*, 22(2), 67–78.
- Williams, P., & Piontkowski, D. (2020). Cost vs. quality: Navigating trade-offs in procurement. *Journal of Strategic Sourcing*, 14(2), 45–61.

APPENDIX

**BINDURA UNIVERSITY OF SCIENCE EDUCATION
FACULTY OF COMMERCE EDUCATION
DEPARTMENT OF ECONOMICS**



INTERVIEW GUIDE

1. What are common challenges does your company encounter during the tendering process and how are they resolved?
2. What are the key steps involved in the tendering process at your organization and how are they implemented in practice?
3. What supplier selection criteria does your organization use when evaluating tenders? How does your organization ensure transparency and fairness when selecting suppliers in tendering procedures and what measures are in place to prevent corruption?
4. What factors do you consider at your organization when evaluating supplier's ability to provide the necessary products or services?

5. Do you consider supplier relationship as a crucial factor in tendering procedures and how does it impacts the quality and success of procurement performance?
6. Does your company rely on procurement planning procedures and how the process significantly impacts the overall procurement performance?
7. How does your company make sure that plans for procurement are in line with the budget and strategic goals of the company to improve procurement performance?
8. What systems or technologies does your company employ for tendering procedures and how can it enhances the tendering procedures?



BINDURA UNIVERSITY OF SCIENCE EDUCATION

Private Bag 1020
BINDURA, Zimbabwe
Tel: 066271 – 7127, 7620,7615

FACULTY OF COMMERCE - DEPARTMENT OF ECONOMICS

4 April 2025

HARARE CITY COUNCIL
HARARE
ZIMBABWE

RE: REQUEST FOR DATA COLLECTION

Please may you assist our student Hezel D Tigere (B213470B) carry her research in your organization on her topic on **“An assessment on the effectiveness of tendering procedures on the procurement performance of public entities, Case study of Harare City Council.**

She is our 4.2 student at Bindura University of Science Education in the Department of Economics.

Your assistance to our student will be greatly appreciated.

Regards

Mrs B.Dube
Chairperson





City of Harare

SUPPLY CHAIN DIVISION, STORES SECTION, NO 2 CONVENTRY ROAD,
WORKINGTON, HARARE
TELEPHONE 752356/7/8-9
779113-3

9 May 2025 when replying please quote ref. no. _____

Bindura University of Science Education
Main Campus 741 Chimurenga Road
Trojan, Bindura

Dear Madam/Sir

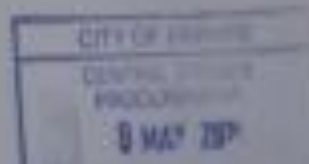
RE: CONFIRMATION FOR DATA COLLECTION

This letter confirms that Hazel D Tigere from Bindura University of Science Education has collected data from Harare City Council for her research project titled **AN ASSESSMENT ON THE EFFECTIVENESS OF TENDERING PROCEDURES ON THE PROCUREMENT PERFORMANCE OF PUBLIC ENTITIES**. The data was collected on 9 May 2025 and it involved the use of interviews and observations.

We confirm that Hazel D Tigere has followed our company's protocols and guidelines for data collection.

Yours Sincerely,

R. BEZA
ACTING HEAD PMU



BINDURA UNIVERSITY OF SCIENCE EDUCATION

FACULTY OF COMMERCE

Research Project: Student Supervision Form

(To be completed in triplicate)

Name	HEZEL D TIGERE		Reg. No: B213470B	
Degree	B.COM IN PURCHASIN G AND SUPPLY	2025	e-mail: tigerehezel@gmail.com	
Working Title	AN ASSESSMENT ON THE EFFECTIVENESS OF TENDERING PROCEDURES ON THE PROCUREMENT PERFORMANCE OF PUBLIC ENTITIES. CASE STUDY OF HARARE CITY COUNCIL.			
Agreed Title	AN ASSESSMENT ON THE EFFECTIVENESS OF TENDERING PROCEDURES ON THE PROCUREMENT PERFORMANCE OF PUBLIC ENTITIES. CASE STUDY OF HARARE CITY COUNCIL.			
Supervisor	MS E TAPFUMA		e-mail: tapfumaevelyn@gmail.com	
Date of Meeting	Discussed	Action agreed for next meeting	Sup. Initials	Stud. Initials
7 February 2025	-formulation of research topic and proposal	-to submit research topics and proposal	ET	HT
14 February 2025	-preparation of chapter the chapter 1	-proceed to chapter 1	ET	HT

3 March 2025	-discussed about reviewing literature and prepare methodology Instruments	-to write on chapter 2 and 3	ET	HT
30 April 2025	-to collect data and analyse and presentation then finalize dissertation	-submission of chapter 4 and 5	ET	HT

Checked by Chairperson..... Date.....

Checked by Chairperson..... Date.....

Checked by Chairperson..... Date.....

Checked by Chairperson..... Date.....

PLAGARISM

ORIGINALITY REPORT

15 %	12 %	5 %	7 %
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	www.parlzim.gov.zw Internet Source	3 %
2	elibrary.buse.ac.zw:8080 Internet Source	1 %
3	Submitted to Midlands State University Student Paper	1 %
4	Submitted to California Virtual Campus Region IV Student Paper	1 %
5	liboasis.buse.ac.zw:8080 Internet Source	1 %
6	Alabed, Usama Alabed K.. "A Knowledge Management Approach to the Libyan Public Procurement of Construction Projects", European University of Cyprus (Cyprus), 2024 Publication	1 %
7	old.zimlil.org Internet Source	1 %

8	Submitted to Bindura University of Science Education Student Paper	<1 %
9	erepository.uonbi.ac.ke Internet Source	<1 %
10	dspace.cbe.ac.tz:8080 Internet Source	<1 %
11	www.tpp-rating.org Internet Source	<1 %
12	Submitted to University of Salford Student Paper	<1 %
13	Masemola, Shilela Catherine. "Drivers of Procurement Performance in the Public Health Industry in the Gauteng Province", Vaal University of Technology (South Africa), 2024 Publication	<1 %

14	"The AI Revolution: Driving Business Innovation and Research", Springer Science and Business Media LLC, 2024 Publication	<1 %
15	Submitted to UNIVERSITY OF LUSAKA Student Paper	<1 %
16	hal.archives-ouvertes.fr Internet Source	<1 %
17	www.preprints.org Internet Source	<1 %
18	ir.knust.edu.gh Internet Source	<1 %
19	www.coursehero.com Internet Source	<1 %
20	Khi V. Thai. "International Handbook of Public Procurement", CRC Press, 2017 Publication	<1 %
21	damaacademia.com Internet Source	<1 %
22	www.formpl.us Internet Source	<1 %
23	Costello-Neeley, Lory. "What Factors Limit a Rigid Inflatable Boat (RIB) Manufacturing Organization Located in the Midwest United States From Accomplishing Orders on Time and on Schedule?", Trident University International, 2024 Publication	<1 %
24	Submitted to Middle East College Student Paper	<1 %
25	Submitted to University of Nottingham Student Paper	<1 %
	Submitted to Kenyatta University	
26	Student Paper	<1 %
27	Submitted to Middle East College of Information Technology Student Paper	<1 %
28	Submitted to University of Bradford Student Paper	<1 %
29	ir.uz.ac.zw Internet Source	<1 %

30	Submitted to University for Development Studies Student Paper	<1 %
31	researchspace.ukzn.ac.za Internet Source	<1 %
32	www.theseus.fi Internet Source	<1 %
33	Submitted to London Metropolitan University Student Paper	<1 %
34	Submitted to Robert Kennedy College Student Paper	<1 %
35	Sope Williams, Jessica Tillipman. "Routledge Handbook of Public Procurement Corruption", Routledge, 2024 Publication	<1 %
Submitted to University of Waikato		
36	Student Paper	<1 %
37	core.ac.uk Internet Source	<1 %
38	docplayer.net Internet Source	<1 %
39	Submitted to University of Bolton Student Paper	<1 %
40	www.grossarchive.com Internet Source	<1 %
41	Submitted to Coventry University Student Paper	<1 %
42	www.ijeat.org Internet Source	<1 %
43	Bakar Çörez, Aysegül. "The Perceptions and Experiences of Students and Teachers in Formal and Informal Learning Settings that Uses Muves: Quest Atlantis Case.", Middle East Technical University (Turkey), 2024 Publication	<1 %

44	Submitted to Liverpool John Moores University Student Paper	<1 %
45	repository.out.ac.tz Internet Source	<1 %
46	uoa.ac.tz Internet Source	<1 %
47	Submitted to Institute of Accountancy Arusha Student Paper	<1 %
48	Submitted to University of KwaZulu-Natal Student Paper	<1 %
49	Yee, Foo Meow. "Green Purchasing Capabilities and Practices Towards Triple Bottom Line Performance: Moderating Effects of Institutional Pressure", University of Malaya (Malaysia), 2023 Publication	<1 %
50	eprints.utar.edu.my Internet Source	<1 %
51	fastercapital.com Internet Source	<1 %
52	www.myassignmentservices.co.uk Internet Source	<1 %
53	ir.msu.ac.zw:8080 Internet Source	<1 %
54	ieomsociety.org Internet Source	<1 %
55	research.thea.ie Internet Source	<1 %
56	www.herald.co.zw Internet Source	<1 %
57	Klein, Natacha. "Circularity Implementation in Public Sector Organisations: Analysis of Circular Economy Practices and Organisational Change Strategies for Sustainability", Universidade NOVA de Lisboa (Portugal), 2024 Publication	<1 %
58	Ton Duc Thang University Publication	<1 %

59	Submitted to University of East London Student Paper	<1 %
60	Submitted to University of Portsmouth Student Paper	<1 %
61	erl.ucc.edu.gh:8080 Internet Source	<1 %
62	etd.aau.edu.et Internet Source	<1 %
63	repository.gij.edu.gh Internet Source	<1 %
64	1library.net Internet Source	<1 %
65	Ananth Padmanabhan, Nabeela Siddiqui, Mithra S Gnana Sanga. "Rivers Unbound: Exploring Social Currents, Legal Tides, and Stories of Flow - International Conference on Rivers, 2024", Routledge, 2025 Publication	<1 %
66	Andrea S. Patrucco, Antonella Moretto, Davide Luzzini, Andreas H. Glas. "Obtaining supplier commitment: antecedents and performance outcomes", International Journal of Production Economics, 2020 Publication	<1 %
67	Domingo, Tshiamo. "The Role of Transit- Oriented Development in Spatial Transformation and Sustainable Mobility: Experience of Jabulani, Soweto.", University of Johannesburg (South Africa), 2024 Publication	<1 %
68	Mashele, Faith. "Supply Chain Management Predictors of Sustainable Procurement and Inclusive Business in South Africa", University of the Witwatersrand, Johannesburg (South Africa), 2025 Publication	<1 %
69	docslib.org Internet Source	<1 %
70	dspace.nwu.ac.za Internet Source	<1 %
	elibrary.buse.ac.zw	

71	Internet Source	<1 %
72	ir-library.ku.ac.ke Internet Source	<1 %
73	ir.library.osaka-u.ac.jp Internet Source	<1 %
74	repository.uki.ac.id Internet Source	<1 %
75	repository.unam.edu.na Internet Source	<1 %
76	spikedmedia.co.zw Internet Source	<1 %
77	ugspace.ug.edu.gh Internet Source	<1 %
78	utam.ac.ug Internet Source	<1 %
79	www.finance.gov.to Internet Source	<1 %
80	www.grgsms.ac.in Internet Source	<1 %
81	www.ippa.org Internet Source	<1 %
82	www.tandfonline.com Internet Source	<1 %
83	Mhelembe, K.. "The Relationship Between Supply Chain Risk, Flexibility and Performance in the South African Public Sector", Vaal University of Technology (South Africa), 2024 Publication	<1 %
84	Mohammed Majeed, Kirti Agarwal, Ahmed Tijani. "Green Supply Chain Management", Apple Academic Press, 2025 Publication	<1 %
Exclude quotes Off Exclude matches Off Exclude bibliography Off		

